Educating a new labor force

- ✓ Corporate training
- ✓ HR&I college programs
- ✓ industry educational grants
- ✓ NRA seminars

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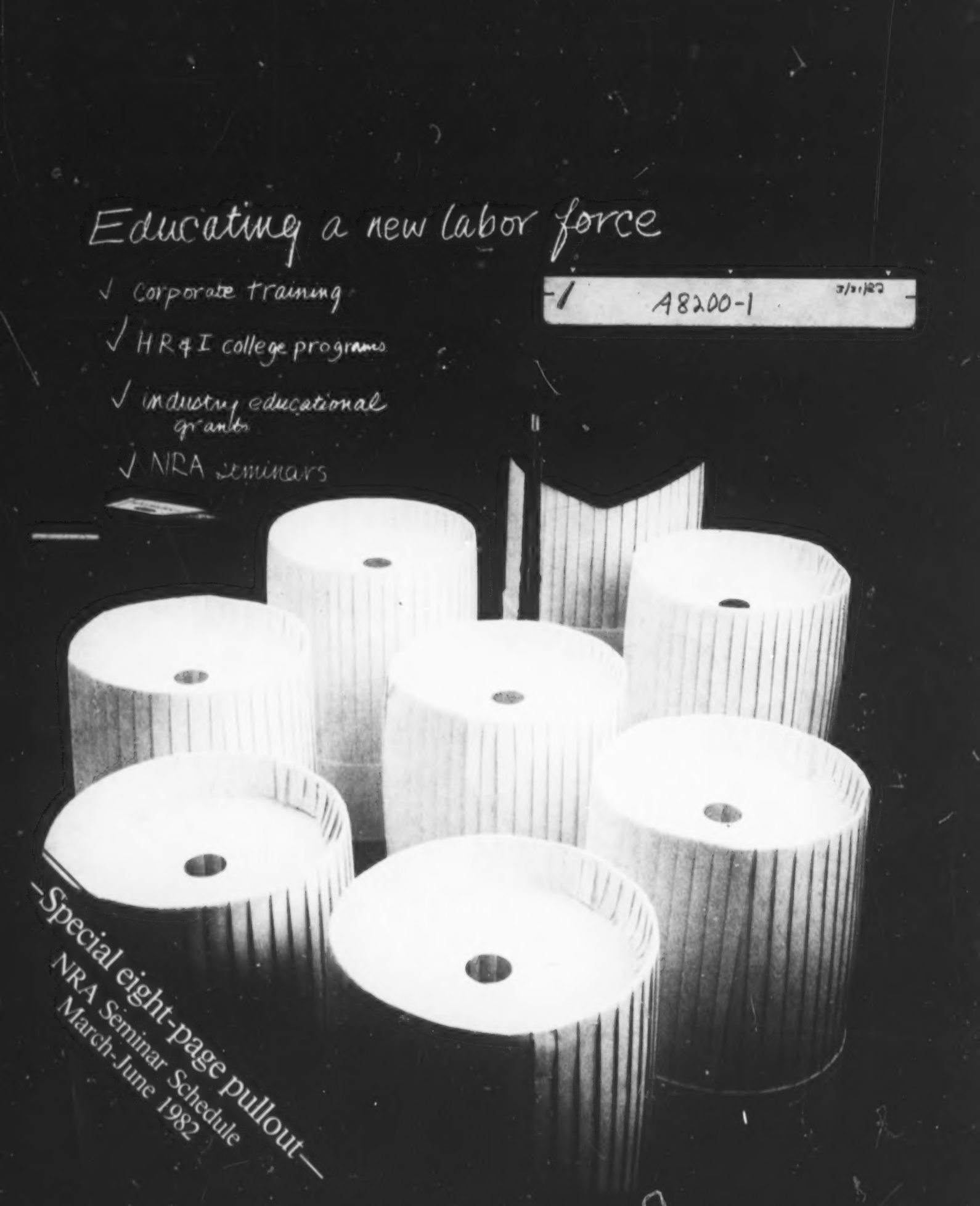

—Special eight-page pullout—
NRA Seminar Schedule
March-June 1982

If everyone wrote a letter. . .

Will you be able to go on serving beef products at affordable prices? As you have heard, the U.S. Department of Agriculture (USDA) is currently studying yet another proposal to change their beef grading system. It is not too late for you to have an impact on the current deliberations. I urge you to read on.

As you are probably aware, USDA's plan would allow beef now graded in the top of the present Choice grade to be called Prime, and much of the beef now graded Good to be called Choice. The USDA proposal continues a frightening trend which has rendered almost ineffective the nation's beef quality assurance system.

If the current proposal is allowed to become effective, you as a restaurateur can expect to pay more for less. You won't be able to depend on a consistent supply of high quality beef. You can count on increased customer dissatisfaction. You can begin making plans to serve more pork, poultry and fish.

During the past two months the National Restaurant Association has fought the USDA proposal. As detailed on page two of this issue, NRA personnel and members of the board of directors have offered expert testimony at all five public hearings. The association has also conducted an extensive and successful campaign aimed at alerting the public about the numerous ways the government proposal will hurt everyone who produces or consumes beef.

What can you do to prevent the government from once again slashing away the effectiveness of federal beef grading standards?

- Write to The Honorable John Block, Secretary of Agriculture, U.S. Department of Agriculture, Washington, DC 20250. Tell him you are opposed to the changes in the beef grading standards and how the proposed rule change will hurt your business and your customers.
- Send a copy of your letter to your U.S. Senator and your Congressman. Ask them to help stop the government's plan.

As you read this, there are only a few days to get involved. The official comment period closes on March 31st. If you need assistance in drafting communications to the government on this issue, the NRA staff is ready to help.

However, time is running out. Postponement could be very costly.

G. "Jim ' Hasslocher
Chairman, NRA Ad Hoc Committee on Beef Grading

NRA NEWS

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Education and employee training maybe the **key to profit, productivity and quality** in foodservice establishments. *NRA News* this month takes a look at the scope of educational programs in foodservice — from corporate training to NRA seminars. Whether you are a small operator in need of a few tips on planning promotions or a corporate executive in charge of employee training, articles in this issue will bring you up to date with the wide world of education in the foodservice industry.

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THE BOARD ROOM

NRA board members take to TV, radio and newspapers

What was NRA Chairman Walter Conti doing in the kitchen of Loews L'Enfant Plaza serving beef to the Washington press corps?

"We decided to let the media taste-test USDA Choice and Good beef so they would understand firsthand why the foodservice industry is fighting USDA's proposal to lower the beef grading standards," explained Conti.

One after the other, the journalists' eyes lit up — agreeing that there really was a difference in palatability between the top grade Choice and Good. The result was sympathetic coverage in countless newspapers, the three major radio news networks and all four television networks. During the following days, NRA's opposition to changes in the beef grading system was broadcast by affiliate stations across the country, as well as in syndicated newspaper columns.

NRA Chairman Conti serves USDA-graded beef to the press.

USDA has proposed lowering the grading standards so that Prime would include what is now labeled top-grade Choice, and Choice would include much of what is now labeled Good.

USDA hearings...

The Agriculture Department is holding five hearings on its proposal to gather industry and consumer response and will accept comments in writing on the issue through March 31. Sometime after that date, the department will announce whether the proposed change will be implemented or not.

The NRA board of directors voted to fight the proposal with full force. Testifying at all five USDA hearings and taking foodservice industry's opposition to the media, the association hopes to produce widespread opposition which USDA must consider when making its final decision.

At USDA's first hearing in Salt Lake City, UT, NRA Director Edward O. Elliott visited all the TV stations, news bureaus and major newspapers in-

United Press International's Diane Diamond compares USDA Choice and Good at NRA press conference.

NRA Chairman Walter Conti addresses Washington press corps.

dividually and explained NRA's position to editors and reporters. He then stayed up the night before the hearings until 1:00 a.m. putting finishing touches on his testimony.

A call to discard proposal...

Determined and showing no signs of fatigue, he made a strong statement at the hearing, calling on USDA to discard its proposals. Elliott outlined NRA's suggestion for an industry-wide panel to advise the Agriculture Department on developing a grading system that suits the needs of the entire beef distribution system — cattlemen through consumer.

"USDA's proposal, if accepted, would make it difficult for consumers and restaurateurs to obtain quality beef," Elliott stressed to the USDA panel. "We would pay Prime prices for beef now graded Choice and Choice prices for beef now graded Good. Palatability and quality would suffer."

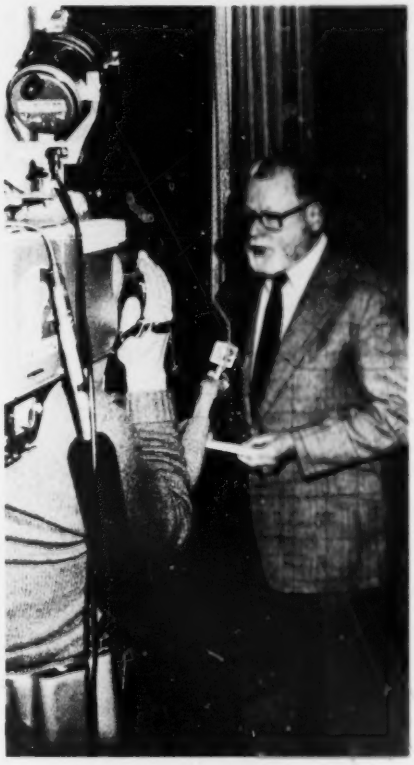
On the day before the second hearing in Atlanta, GA, NRA Director Victor Impeciato spoke to a press conference attended by all the major newspapers, radio and TV stations in the Atlanta area. Standing before two loins of beef and two sombre-looking chefs in white hats, he told the media, "The product is being degraded for the convenience of the producer. The consumer is being shortchanged."

Opposition must continue...

The next day Impeciato testified at the USDA hearing and then did another TV interview and radio actuality just for good measure. "The people in Georgia now know what these proposals will mean to them when they order beef in a restaurant or buy it in a supermarket," Impeciato said. "Let's hope they let USDA know what they think of these proposals."

The next hearing was in the nation's capital, and the association's chairman was called upon to testify. Following the successful press conference in the kitchen of the L'Enfant Plaza Hotel, Conti presented a detailed explanation of NRA's objections to the proposed changes before USDA's panel as TV cameras came back for a second day of shooting.

Business
The Atlanta Journal
Restaurateurs decry USD
Restaurateurs Hit New Beef Standards
Restaurant owners have a beef with grading system proposals
Fat's in the Fire Over Meat Standards
By Robert H Woody
Tribune Business Editor
Of Major Concern



NRA Director Edward O. Elliott interviewed by television news during NRA's press conference in Salt Lake City, UT.

Program's integrity suffers...

"Our association opposed the changes in standards in 1975 because we believed that pre-1976 grade designations more accurately reflected the quality of beef," Conti said. "By continually allowing lower quality beef to quality for higher grades, you are destroying the integrity and the usefulness of the grading system."

As *NRA News* goes to press, the effort continues. In Des Moines, IA, Ronald Vilord, vice president, food and beverage, for Gilbert/Robinson, Inc., will testify at the fourth hearing, and NRA staff will brief the media. In Dallas, TX, NRA Director G. "Jim" Hasslocher, chairman of NRA's Ad Hoc Committee on Beef Grading, will present a final statement while staff seeks media support.

Will the association win the battle to stop further degradation of beef? "If restaurateurs and consumers hear about these proposals and protest to USDA, we can win. But, whatever decision the department makes, NRA has put up one heck of a fight," stated NRA Acting President Robert Neville.

ACTION CALL

Engineers develop energy standards

The American Society of Heating, Refrigerating and Air-Conditioning Engineers, (ASHRAE) has approved an energy conservation standard for existing restaurant buildings (ASHRAE Standard 100.6). If adopted by states or local municipalities, the standard would require initial energy audits and surveys estimated to cost $3,000 and $5,000 for each restaurant building plus an additional expense of $500 to $1,000 annually for necessary updates. The standard would also require that certain building improvements and equipment changes be made if they are found to qualify.

Concurrently, ASHRAE is considering another standard for industrial buildings (ASHRAE Standard 100.4). This standard would make it clear that standards are voluntary guidelines, not to be adopted by jurisdictions as a code or regulation. The ASHRAE industrial standard does not contain mandatory compliance procedures.

National Restaurant Association members are urged to write to the ASHRAE board of directors, asking that ASHRAE Standard 100.6 be withdrawn and that it be rewritten along the lines of proposed ASHRAE 100.4.

For more specific information, call Andrew Poledor, NRA director of technical services at (312) 787-2525, or write to ASHRAE at Board of Directors, ASHRAE, 1791 Tullie Circle, N.E., Atlanta, GA 30329.

SHORT ORDERS

Restaurateurs benefit from NRA's new promotion study

Restaurateurs are continuing to use promotions and incentives as a means to attract new and repeat business. Many operators may find it difficult to choose the best and most effective type of promotion to use. They need answers to such questions as

- What type of promotion or incentive will appeal most to restaurant patrons?
- What type of promotion or incentive will appeal to children and teenagers? To people under 25? To senior citizens?
- What type of promotion or incentive will appeal to singles? To families with children? To working women?
- How often will consumers use a particular promotion?
- How do I advertise my promotion?
- Will a promotional campaign attract new business?

Reactions To and Use of Restaurant Promotions by Consumers, NRA's latest consumer attitude and behavior study, can answer these and many other questions about restaurant promotions and incentives. The 50-plus page publication contains a summary of pertinent findings, including a special "how to use" section and numerous statistical tables. To order your copy of this valuable report, contact NRA's educational materials department, 311 First Street, N.W., Washington, DC 20001, or call (800) 424-5156. Members should specify order number CS700 and non-members should specify order number CS701.

Let's hear from our readers

If you have got a bone to pick, a great idea or a question to ask — sound off in *NRA News*. We would like to start a "Letters to the Editor" column, but we need readership support. We are all in the same business, and chances are, if you have a problem or a solution, other members are interested.

If you don't think a letter is the right format for your thoughts, submit an article for our member column, Food for Thought. If your article is selected for reprint in *NRA News*, we will send you $50. Black and white photos are welcome. Subjects can range from successful promotional campaigns to sound-off commentary on the state of the industry.

Please send your letters and articles to Steven Dahllof, editor, *NRA News*, 311 First St., N.W., Washington, DC 20001.

National Building Code rejected

Last fall the National Conference of States on Building Codes and Standards (NCSBCS) decided against updating the National Building Code. NRA, along with other industries which would have been affected by a revival of the national code, strongly opposed efforts to update and maintain another code.

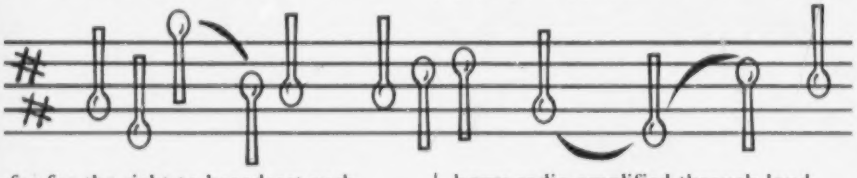
In a letter written to NCSBCS, NRA cited that the foodservice industry is already affected by thousands of building code requirements. Currently, three major codes are widely used, and NRA stated, "We can conceive of no need for a fourth." NRA's letter explained that an additional code would do little more than needlessly escalate the design and construction costs of foodservice facilities and other buildings.

In an unanimous vote, NCSBCS decided against reviving the national code. "Instead, they will establish a formal mechanism for participating in code-change cycles of the three existing code-writing organizations."

WASHINGTON REPORT

Music copyright fees resurfaces for small restaurants

A number of restaurant operators across the country have alerted NRA to problems they have had with the major performing arts societies, such as BMI and ASCAP, regarding the playing of radio music over loudspeakers in their restaurants. BMI and ASCAP maintain that the radio music is copyrighted and that restaurateurs should pay them a fee for the right to broadcast such music. NRA, however, contends that a restaurateur need not pay a fee to play music if certain requirements are met.



U.S. copyright law protects the rights of composers and publishers of music by requiring payment of royalties to the writers and publishers each time their music is played in public performance for profit. Most music, musical records and tapes produced today are copyrighted.

Practically, this means that a public performance of a copyrighted musical composition in any dining room of a restaurant, without the consent of the owner of that copyright, constitutes a "public performance for profit," requiring the payment of a royalty fee.

In the case of recorded music, performance rights are generally owned by one of the performing arts societies. These groups serve as agents for those who compose music. The two most widely known performing arts societies are the American Society of Composers, Authors and Publishers (ASCAP) and Broadcast Music, Inc. (BMI).

ASCAP and BMI do not attempt to police their legal rights to a royalty when their selections are played for profit on a song-by-song basis. Instead, they chose to negotiate contracts with restaurants that permit the operator to use all the works owned by the group in question.

Supreme Court rules in favor of restaurants...

In June of 1975, the U.S. Supreme Court held — in the case of *Twentieth Century Music Corporation et. al. v. Aiken* (422 U.S. 151) — that certain small restaurant owners could, without paying a copyright fee, use an ordinary home-radio amplified through loudspeakers to provide background music for customers.

However, in 1976 Congress rewrote the copyright law, and the question arose as to whether the new law overturned the *Aiken* decision. In Congress, during final debate on the 1976 copyright changes, the following statement was made concerning *Aiken*: "It is the intent of the conferees that a small establishment of the type involved in... *Aiken*...which merely augmented a home-type receiver and which was not of sufficient size to justify...a subscription to a commercial background music service, would be exempt."

In spite of the intent of Congress, ASCAP and BMI announced on Jan. 1, 1978, that all restaurants must pay royalty fees if they use a radio and loudspeakers for background music.

With the help of NRA, this issue was litigated in the case of *Leonard Bernstein et. al. v. Cal's, Inc.* In August of 1980, a U.S. District Court issued a memorandum order which ruled that using a home-type radio with loudspeakers in an Aiken-type restaurant was not a violation of copyright law. Unfortunately, Cal's — a company owning three Aiken-type fast food restaurants — went bankrupt before the judge rendered a final decision. No final decision was made, however, when NRA and Cal's asked that ASCAP pay court costs, the court granted the request.

There have been no similar test cases involving restaurants since this case was litigated. There have been test cases, however, involving retail stores equipped with highly sophisticated radios and loud speaker equipment. In these cases, the judges have ruled that copyright fees must be paid. On the basis of these decisions, ASCAP and BMI are again demanding that all restaurants pay license fees.

NRA is now attempting to determine the extent of this problem in the food-service industry so consideration can be given to appropriate avenues of relief. If your operation is experiencing problems with BMI or ASCAP, please let NRA know. NRA is particularly interested in the cost of these demands upon the restaurant industry. Contact Clyde Griffith at NRA's Washington office.

Small business issues remain on congressional agenda

Congressional action on small business issues early this session suggests that small business concerns will remain high on both House and Senate agendas during 1982.

Research dollars for small business...

A bill passed by the Senate last session (S. 881) and currently being reviewed by the House would require federal departments and agencies with research and development budgets over $100 million to set aside three percent of their R&D budgets to support small

business innovation research programs.

The House and Senate will also be looking at the Small Business Administration (SBA) programs. Although growth of small business is seen as a key to the President's current economic plan, the administration is said to favor elimination of SBA's $250-million-a-year direct-loan program.

Competition affects small business...

During the next few months, NRA expects the Senate to schedule hearings for the Small Business Committee on industry competition and its effects on small firms, urban enterprise zones, and SBA's surety-bond and economic development programs.

The House Small Business Committee is also expected to hold hearings on the Regulatory Flexibility Act to see if this one-year-old law is helping small business. (See January 1982 *NRA News*.) The act is designed to allow small businesses greater input into the regulatory process, and it requires that agencies tailor their rulemaking to the size and scope of those industries affected by the rules.

Federal government cited for late payments

How long would you stay in business if your operation slipped behind in its payments to creditors? What would your vendors say if your checks were as much as three months late?

You would not be in business long if you handled your operation in this manner. But this is precisely what Uncle Sam does. In fact, the federal government's bill-paying record is so bad that it has emerged as one of the major small business issues of the 97th Congress.

A 1978 study by the Government Accounting Office (GAO) found that 39 percent of all bills paid by the federal government are late. The average delay is 74 days. The General Services Administration (GSA), the government's main buyer, paid 74 percent of its invoices more than 30 days late. The Department of Transportation paid 64 percent of its bills late, and the old Department of Health, Education and Welfare paid 69 percent of its bills late.

In response to the GAO report, the Senate approved a bill (S. 1131), sponsored by Sen. John Danforth (R-MO), that would require federal agencies to pay interest on all late payments.

A similar measure in the House (H.R. 4709), as well as the Senate bill, are now being studied by the Government Operations Committee. At hearings held by a subcommittee, the Office of Management and Budget (OMB) announced that it opposed the legislation because of the additional administrative costs it would pose.

House and Senate go to conference on emergency energy allocation

The House and Senate both passed legislation the end of last year that gives the President authority to allocate oil and set petroleum prices in situations of severe shortages.

In any emergency energy allocation measure, NRA feels it is imperative that the entire agriculture production and distribution systems - from farm gate to restaurants and supermarkets — are given priority.

Both bills seek to restore powers to the President which were lost when the Emergency Petroleum Allocation Act (EPAA) expired on Sept. 30, 1981. EPAA was enacted in 1973 in response to the Arab oil embargo.

The Senate bill (S.1503), introduced by **Sen. James McClure** (R-ID), would authorize the President to formulate a plan for an emergency situation that could include price and/or allocation controls. This measure incorporates the allocation priority set forth in the 1973 law and gives agricultural production, rather than agricultural distribution, a third priority (after public health and safety and national security).

President given authority...

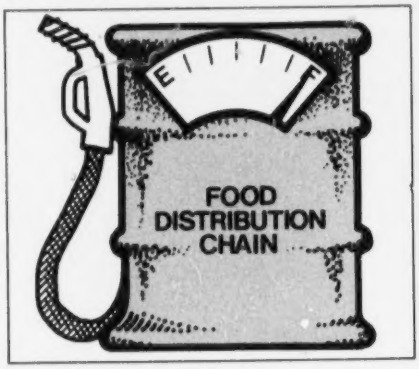
House legislation (H.R. 4700) introduced by **Rep. Philip Sharp** (D-IN) would provide a different type of emergency plan. During a supply shortfall, the bill calls for drawing down the strategic petroleum reserve (SPR). The proposed bill provides that the President be allowed six months to present a standby plan to Congress that would include use of SPR and possibly other broad authorities. The House bill does not provide for an allocation priority; it leaves such decisions to the President.

Neither the House nor Senate bill calls for gasoline rationing.

The differing versions of this legislation have been referred to a joint House/Senate conference committee for resolution. A final version will then be sent to the House and Senate for approval.

Priority must ensure entire food distribution chain...

NRA is following this issue closely. It found during the 1979 Iranian oil crisis that allocations and price controls worsened the supply situation. NRA generally favors market pricing and distribution when emergencies occur. However, if priorities are set for essential users in the new legislation, then NRA would support language that would ensure a full priority for all parts of the food distribution chain, including the points of final purchase to the consumer — stores and restaurants.



Although **President Reagan** has said he opposes the authority this legislation would give the chief executive, he made little effort to persuade members of Congress to vote against it. Reagan has said he believes the marketplace is best at allocating scarce resources.

Administrative hassles develop with targeted job groups

Because of recent changes in certification requirements under the Targeted Jobs Tax Credit (TJTC) program a number of NRA members are reporting problems in hiring individuals who fall into these categories. TJTC allows employers tax credits for hiring employees from one of nine underemployed targeted groups. By selecting an employee from one of these groups, employers can qualify for credits amounting to as much as half the wages paid to each worker for the first year of employment and one-quarter of the wages for the second year. A maximum credit of $3,000 is allowable for each worker during his or her first year of employment, and $1,500 is allowable for the second year.

The targeted groups include the handicapped, economically disadvantaged youth, recipients of supplemental security income, economically-disadvantaged Vietnam veterans, general assistance recipients, cooperative education students from economically-disadvantaged families, economically-disadvantaged ex-convicts, welfare recipients, registrants for the WIN (work incentive) program and involuntarily terminated CETA employees.

Last year NRA worked with Congress to extend the TJTC program through the end of 1982. Without an extension, the credit would have expired at the end of 1981 and many restaurateurs who hire workers in these groups would not have been able to continue to employ them.

When Congress enacted the extension, it also revised the rules that govern the administration of the credit. Due to new rules, local and state employment security agencies are required to issue eligibility vouchers to members of targeted groups before they can begin work under TJTC programs. Prior to last year's change, an employer could get an employee certified after he was hired.

Now when eligible workers apply for jobs, they are required to show a voucher to the employer, who must then submit a form to the local job service office. The job service office is required to send the employer a certification form on each worker. This form provides evidence for claiming a credit with the Internal Revenue Service (IRS).

Many NRA members have complained, however, that workers are not being certified or they are certified late as a result of footdragging and confusion in the local employment offices.

These members have identified a number of specific problems with the administration of the TJTC which are listed below. NRA is now gathering more information on these problems so it can suggest solutions to Congress and the U.S. Department of Labor. If you are having difficulties similar to those mentioned below, please contact the NRA's government relations department. NRA would also like to know the number of employees you have hired under the credit.

Problems with the TJTC...

- Employers have found in several cases that the local certifying offices are shorthanded, or that they consider the TJTC to be a low-priority item. Consequently, it is not unheard of for a certification to be held up for as long as two months, despite regulations stating that the certification form must be returned to the employer within 72 hours after the forms are received by the employment service agency.
- The law states that a written request for certification can be made to a job-service office prior to the starting date of an employee. However, NRA has learned that many of the local offices will not accept letters of request from employers. Others have made up their own rules that require an employee be certified within 15 days of the letter of request or the employer loses the certification.
- To prevent an employer from taking a credit twice on an individual, the law now provides that — "No wages shall be taken into account... with respect to any individual if, prior to the hiring date of such individual, such individual had been employed by the employer at any time during which he was not a member of a targeted group."

Several state job service agencies have interpreted this to mean that any rehire, irrespective of that individual's status during his previous employment, is ineligible to participate in the TJTC program with that employer. This is clearly not what the law says. As an example, there have been many cases where a young worker from an economically-disadvantaged family has been hired by an employer for a short period of time. The employee works several months and then quits. Suppose the employee was never certified for the TJTC program. Later, he may return to the same employer to work again. According to the law, if the employee is still economically disadvantaged, the employer is eligible for the TJTC. But several states have said that this employee cannot be certified because he is a "rehire."

What the NRA is doing...

NRA has contacted state restaurant association executives to make them aware of these problems and has asked that pressure be put on state job-service offices. NRA has also asked its action network — those members that are politically active — to help.

The Washington Lobbyist

Your congressman, and possibly one of your senators, are up for reelection this year. That means they will spend less time on Capitol Hill and more time back home campaigning to keep their seat. In the coming months, your congressman probably will be much more visible in your community than he was during the last year, and his presence should provide you with many opportunities to look at his record more closely and talk to him about issues.

The following Washington Report articles are designed to serve as a guide in communicating with your elected representatives and to help you understand the legislative process. The more you know about the workings of Congress, the easier it becomes to participate in the making of new legislation and the examination of existing policies. As an individual operator, you can do a great deal to help the NRA make Congress aware of our concerns on issues affecting the foodservice industry.

Tracking a bill

How legislation becomes law

Every day America's most powerful legislators make decisions that affect the way you do business. In order to assess intelligently the effect Congress has on your operation, it is essential that you know how the legislative process works. The system is a complicated one that involves a large number of confusing parliamentary procedures and an equally large measure of political savvy and horse-trading.

The following is a summary of how a bill is enacted into law. This description is by no means complete, but it should give you a good indication of how our legislative process works. NRA's government relations department is an additional source for information on how the system works and the status of individual bills that affect the industry.

The origin of legislation. . . ■■/■■

About 95 percent of all bills introduced die a quiet death at the end of each session. Over 14,000 bills were introduced during the 96th Congress; only 613 became law.

A bill can originate in either the U.S. Senate or the U.S. House of Representatives. The only exceptions are revenue bills, such as tax measures, which must originate in the House. Introduction of a bill may be accomplished in one of several ways

- a senator or representative may introduce a bill
- a bill may originate in a committee, such as an appropriations or tax bill
- or the President may suggest a legislative initiative which, in turn, is introduced in the form of a bill by a member of Congress.

Bills are assigned numbers in consecutive order of their introduction. House bills are referred to by the letters "H.R." (House of Representatives) and Senate bills are given the prefix "S." (Senate). Since there are frequently several bills concerning the same issue, the number each bill is assigned is very important. Copies of bills usually can be obtained within three days of their introduction from either the House Document Room or the Senate Document Room. The texts of bills are often printed in the *Congressional Record* — the daily, printed account of proceedings in the House and Senate chambers.

A member of Congress who introduces a bill may seek cosponsors for his legislation. This is usually accomplished through a "Dear Colleague" letter which asks other members for their support of a particular bill. A cosponsor is simply a member who has agreed to place his name on the bill. It generally indicates support of the measure, but cosponsorship is not binding. Members may request to have their names withdrawn or may decide to oppose the bill when it gets to the floor. The more cosponsors a bill has, the better chance it has of passing.

Referred to committee. . . ●●/●●

After a bill is introduced, it is referred to a legislative committee (or committees) that has jurisdiction over the subject of the bill. For example, a House bill concerning changes in the tax code, such as legislation to expand meal credits, would be referred to the House Ways and Means Committee. A Senate energy bill, such as the energy tax credit bill endorsed by NRA, would be referred to the Senate Energy and Natural Resources Committee. Generally, a bill is sent to only one committee with no time restrictions for reporting it back to the chamber. Bills of a controversial nature may be sent to two or three committees with overlapping jurisdiction concerning the issue. A bill dies if it is not reported out of committee by the end of a congressional session.

A bill which is sent to two or more committees is usually given a time restriction for reporting the legislation back to the chamber.

Most legislative work occurs in committees. . . ○○/○○

Most of the work on a particular bill occurs in the committees. The leadership and makeup of each committee are determined by the majority party. In the 97th Congress (the current Congress), the Senate committees are chaired by Republicans, and each committee has a Republican majority. In the House, the committees are chaired by Democrats, and each committee has a Democratic majority. This is the first time we have had a split Congress since 1931-33.

Each committee also has several subcommittees, which generally consider legislation before it reaches the full committee.

After a bill is assigned to a committee, comments are requested from the executive-branch agency which is responsible for its implementation if it is passed and from the General Accounting Office (GAO). These comments are re-

viewed by the Office of Management and Budget (OMB) and then forwarded to the congressional committee. Generally, a committee will not begin hearings or markup (changes) of a bill until such comments are received.

Hearings are not necessary, but often they are held by a subcommittee or committee to further determine the effect a bill may have on the area of concern. Hearings also help assess public opinion on the issue. Frequently, hearings are used by members to build support for a bill or to delay a bill.

Often committees will invite testimony from public and private witnesses and from other members of Congress not serving on the committee. Witnesses submit prepared statements in advance of the hearings and are usually asked to summarize their written remarks orally before the committee. After making their remarks, they are usually questioned by the chairman or other members of the committee. During 1981 NRA gave testimony and submitted comments on nine bills, ranging from tourism to shrimp import quotas.

Most hearings are open to the public unless a closed meeting is called for a specific reason, such as national security or for the protection of a witness's identity. You may obtain a transcript of an open hearing by contacting the committee after the hearing. However, published transcripts are generally not made available for many weeks after a hearing because members are allowed to edit the transcripts. The hearing record may also stay open longer than just the day of the hearing to allow others to insert comments and statements.

Markup sessions. . .

Actual work on a bill occurs during markup sessions. During these sessions, amendments to a bill are considered and voted on. These meetings are generally open to the public although they can be closed for the same reasons a hearing may be closed. Votes on amendments may be by voice or by recorded vote. Recorded votes taken during markup are available from the committee office if you would like to see how a particular member voted.

Most committees prepare, and some

Passage of a bill

U.S. House of Representatives

- Bill introduced by member
  - by committee
  - referred by Senate passage
- Referred to committee with jurisdiction over issue
- Committee refers bill for study to subcommittee
- Committee reviews subcommittee reports and findings
- If the bill is passed by full committee it is put on the calendar by rules committee
- Full House reviews/votes on bill

U.S. Senate

- Bill introduced by member
  - by committee
  - referred by House passage
- Referred to committee with jurisdiction over issue
- Committee refers bills for study to subcommittee
- Committee reviews subcommittee reports and findings
- Bills placed on calendar in chronological order
- Full Senate reviews/votes on bill

Conference Committee*

A bill that has been passed by both House and Senate in different forms must go to conference committee

Passage of a bill in the conference committee constitutes passage by both the House and the Senate once it has been signed by Speaker of the House and President of the Senate

U.S. President signature

**For a bill to become law it must receive approval by both the House and Senate.*

even make available, working drafts of legislation as it progresses through markup. When a bill is undergoing markup, it is a good idea to check with the committee office about the availability of such a document.

When a bill is reported from a committee, it is accompanied by a report which includes the scope and purpose of the legislation, explanation of committee amendments, section-by-section analysis of the bill, views of executive departments and agencies whose comments were solicited, minority views and cost estimates. These reports — which are available from the committee office — are an invaluable resource for in-depth information if you are interested in the legislation.

Getting a bill to the Senate floor...

When a Senate bill is reported from its committee, it is placed on the Senate calendar for future consideration by the full chamber. In the Senate, a motion to consider any bill on the calendar is in order during the first two hours of a legislative day. Under the rules, any senator, at almost any time, can offer a motion to proceed to the consideration of a bill.

Debate on a bill in the Senate is generally unlimited. A "filibuster," a tactic used by senators to delay or block action on a measure, can occur after a bill has been called up and a member has gained the floor. Action on the motion to call up a bill can also be filibustered. The only way to cut off debate during a filibuster is to invoke cloture. Cloture is a petition requiring the signature of 16 senators.

An unlimited number of amendments may be added to a bill when it is before the full Senate, unless limited beforehand by unanimous consent. Committee amendments are taken up first, and, like all amendments, may be amended to the second degree — i.e., there can be an amendment to the amendment. One substitute amendment may be offered at the same time an amendment or an amendment to the amendment is under consideration.

Perhaps the most interesting aspect of floor debate in the Senate is that amendments generally do not have to be germane. That is, a "rider" may be attached to a bill on a subject completely foreign to the bill being considered. This often occurs on tax bills because the Senate by law cannot originate such measures. You may have read about Senate riders being attached to House money bills. These are often dubbed "Christmas tree" bills.

When a Senate-originated bill is passed, an "engrossed" copy is sent to the House. The engrossed bill is a copy of the legislation exactly as it was passed, including amendments. If the bill originates in the House, the Senate sends back the original engrossed bill, along with the engrossed Senate amendments and a request that the House concur with them.

Getting a bill to the House floor...

Getting a bill called up in the House is much more difficult than in the Senate. After a bill is reported from a committee, it is placed on one of four House calendars. Bills are placed on the calendars in chronological order. Generally, they are considered in order, however, a bill may be called up out of order, or it may never be called up.

To expedite a bill's consideration, a "rule" may be granted by the Rules Committee that allows the bill to be called up out of order. The Rules Committee has jurisdiction over resolutions relating to the order of business of the House and has the power to report these resolutions, which take bills out of calendar order for floor consideration. Needless to say, this gives the Rules Committee and its chairman substantial power over what is considered before the full House.

A bill may also be considered out of calendar order if a motion to suspend the rules and pass a specific bill is accepted. Such a motion is in order on any Monday or Tuesday the House is in session and during the last six days of a session.

In contrast to the Senate, amendments in the House must relate to the section of a bill to which they are attached. Committee amendments are always considered first, and then, if the bill has an "open" rule, amendments may be offered from the floor. All amendments can be modified to the second degree.

Filibusters are not allowed in the House. No congressman is permitted to speak longer than one hour without unanimous consent. There are, however, a number of delaying tactics employed by House members, but none are nearly as lengthy as a Senate filibuster.

As in the Senate, passage of a bill is often accomplished by a voice vote. The recorded vote in the House is similar to the Senate's roll call vote except that the House uses electronic machinery to record each member's vote. A recorded vote is also invoked if a member makes a point of order that a quorum is not present on a voice vote.

Conference committees...

Once a bill passes either the House or the Senate, it is sent to the other for action. The second chamber acts on the bill, makes its amendments and then sends it back to the original chamber with a request for concurrence. Many times differences between the House and Senate versions of a bill are so great that concurrence is impossible. In such cases, a House-Senate conference committee is appointed to reach a compromise on the legislation.

Acceptance of the conference report by both the House and Senate constitutes passage of the bill. Once this has occurred, a bill is "enrolled" by the enrolling clerk of that chamber where the measure originated. The enrolled bill is then signed first by the speaker of the House and second by the president of the Senate. The enrolled bill is then delivered to the White House for the President's approval.

Becoming law...

A bill becomes law on the day the President signs it unless otherwise stated in the bill itself. When Congress is in session, the bill becomes law if the President takes no action within 10 days after he receives it. A pocket veto occurs when the President takes no action on a bill after Congress has adjourned. In this case, the bill dies.

An actual veto occurs when the President returns the bill unsigned to Congress with a veto message explaining

why he objects to the legislation. The vetoed bill goes to the chamber where the legislation originated. To override the President's veto, the chamber must consider the bill immediately and vote by a two-thirds majority to override the President's veto. The last time either the House or Senate overrode a presidential veto was in August 1980 on the Veterans' Administration's physicians' salary increase.

If the veto is successfully overridden by the first chamber, the second chamber then considers it. When both chambers vote to override a veto, the bill automatically becomes a law. If either of the chambers does not vote to override the veto or that vote fails, the bill dies. However, the first chamber has the option, if it sees that a two-thirds vote is not forthcoming, to refer the bill to a committee where it will start the legislative process again.

The Hill staff...

You must bear in mind when you are following legislation through Congress that most of the work on Capitol Hill is done, not by the 535 elected legislators, but by professional staffers working for the members themselves or the various committees. Often these staffers will be more accessible to you than your senator or representative, and they will be familiar with the particular legislation you are interested in. Getting to know the staff member responsible for a certain piece of legislation is often just as important as getting to know your congressman.

Generally speaking, every congressional office has a legislative assistant (LA) that can answer your questions on specific measures that your representative or senator may have introduced or sponsored. LAs may also be able to provide background material from various sources, including the Library of Congress, on legislation that interests you.

Finally, you should realize that the legislative process is almost never a smooth and precise one. Deviations are the rule rather than the exception, so expect the unpredictable.

Getting a response from Congress

It is simply not true that elected government officials ignore their morning mail. That would be poor politics. "Government does listen," says Rep. Millicent Fenwick (R-NJ), who recently changed her mind on a bill because a restaurant operator in her district opposed it and his opposition made good sense.

"There are cases where one letter from a constituent has changed regulations nationwide," Fenwick notes. Comments are particularly helpful when a member is wavering on an issue. Don't be discouraged, however, if following your written effort, the member's vote is still unfavorable to your position. Remember that other persuasive people probably contacted the member, and next time the vote may go your way.

It is important, however, that a message be presented as effectively as possible. Here are a few pointers.

- It is a good idea to confine yourself to one subject. Otherwise, you decrease the force of your argument and complicate your legislator's efforts to act upon it.
- Brevity is essential. Although this should not be achieved at the expense of clearness and completeness, a letter that is more than two pages long is liable to be saved for another day. One page is the best of all.
- State your purpose at the outset, and use the remainder of the letter to expand your views.
- It is true that many of the matters you will be writing about will be emotional, but beware of the nonfactual argument. It will make your representative less willing to listen next time.
- Legislators seldom base decisions on mere philosophy. They want to know how their votes will actually affect constituents and, therefore, reelection. Give facts and illustrations. Don't just recite barren concepts.
- Do not assume that a member is as well-informed as you about a given problem. A member cannot keep abreast of everything. Explain the situation.
- Letters about a particular piece of legislation should include both its number (if you know it) and subject matter, because there are frequently several bills concerned with a given topic.
- Your attitude is important. An official is just like anyone else. A polite, positive-sounding letter is more likely to impress him than one that starts, "I realize that you probably won't pay any attention to this...," or even worse, one that is threatening.
- Be certain that your name and address are on both the envelope and letter.
- As with everything else, addressing correspondence to legislators has its particular etiquette. Although a lot of people do not know the correct greeting for a senator, you can be sure the senator does. And being proper can only gain you points. Any legislator in this country is called Honorable (Hon. John Smith) on the envelope and inside address. The salutation, though, treats representatives and senators differently (both state or U.S.). Representatives are addressed as Mr., Ms. or Mrs., and senators are called Senator.

Despite all these precautions, do not forget that you are the boss. You vote these people into office and pay their salaries once they are in. So whether it is to laud or enlighten, write — tactfully.

Remember to send a copy of your letter to the National Restaurant Association plus any response you receive. Keeping abreast of your correspondence with congressmen and senators allows NRA to continue to represent you well in Washington.

The government's allowance

Congressional budget process

Budgetary timetable...

Fifteen days after Congress convenes — The President submits his budget to Congress (generally in January of each year). In recent years, the President has submitted his current services budget in January as well, even though the 1974 act stipulates that the current services budget be submitted on or before November 10 of the preceding year.

March 15 — Congressional committees and joint committees submit reports to the House and Senate Budget Committees.

April 1 — The Congressional Budget Office submits its report to the Budget Committees. The Budget Office normally submits its five-year budget projection at this time also.

April 15 — The Budget Committees report their first concurrent resolution on the budget to their chambers.

May 15 — Congressional committees report bills and resolutions authorizing new budget authority, and Congress completes action on the first concurrent resolution on the budget.

July 15 — The President submits his mid-year budget review of the current and upcoming fiscal year.

Seventh day after Labor Day — Congress completes action on bills and resolutions which provide new budget authority and new spending authority.

September 15 — Congress completes action on the second required concurrent resolution on the budget. This one is considered binding.

September 25 — Congress completes action on a reconciliation bill or resolution, or both, implementing the second required concurrent resolution.

October 1 — The new fiscal year begins.

Glossary of congressional terms

Adjournment Sine Die — Adjournment without definitely fixing a day for reconvening. Used to indicate the final adjournment of a session of Congress.

Authorization Bill — Authorizes a program, specifies its general aim and conduct and puts a ceiling on monies that can be used to finance it. Usually enacted before an appropriation bill is passed.

Appropriation Bill — Grants the actual monies approved by authorization bills. An appropriation bill originates in the House and normally is not acted on until its authorization measure is enacted.

Clean Bill — Combines an original bill and major revisions made to it by a committee into a new measure, or "clean bill." The new measure, which carries a new number, is then sent to the floor for consideration. This often is used to save time because otherwise committee-recommended changes would have to be considered one at a time by the chamber.

Resolution — (H Res or S Res) Deals with matters within one house or the other. It requires neither passage by the other chamber nor approval by the President, and it does not have the force of law.

Concurrent Resolution — (H Con Res or S Con Res) Must be passed by both houses but does not require the signature of the President and does not have the force of law. Concurrent resolutions generally are used to make or amend rules applicable to both houses or to express the sentiment of the two houses.

Joint Resolution — (H J Res or S J Res) Requires the approval of both houses and the signature of the President, just as a bill does, and has the force of law if approved.

Point of Order — An objective raised by a congressman that the chamber is departing from rules governing its conduct of business.

Recess — Unlike adjournment, does not end a legislative day and, therefore, does not interfere with unfinished business. The House, which operates under much stricter rules than the Senate, usually adjourns from day to day. The Senate often recesses.

Rescission — An item in an appropriation bill rescinding or cancelling funds previously appropriated but not spent.

Planning a meeting with your congressman

When you want to meet with a member of Congress to solicit support for or against a project, you may wish to consider the following suggestions.

- Make an appointment, stating the time required for your meeting, who will be present and the subject of the meeting.
- If two or more are together, select one primary spokesperson in advance and agree on your presentation and approach.
- Know the facts. This means both the legislative facts and the facts related to your position.
- Present the facts in an orderly, concise manner.
- Demonstrate the impact of the legislation or program on your business and, where appropriate, the nation.
- If possible, relate any adverse impact of the program or legislation to the congressman's own district or state.
- Leave fact sheets with your representative.
- Allow time and encourage questions. Answer them factually, not argumentatively.
- Ask for favorable consideration and even a favorable vote.
- Get up, thank the member for the time and courtesy offered you and leave promptly.

Please contact NRA's government relations department concerning any meetings you might have planned with your congressman or senator. The NRA staff can brief you on issues and provide background information on a particular member.

STATE DEPARTMENT

State revenue bills may affect restaurant taxes

Forty-one state legislatures have been in session so far this year, and two more are scheduled to convene in the near future (Louisiana on April 19 and North Carolina on June 2). Arkansas, Montana, Nevada, New Hampshire, North Dakota, Oregon and Texas are the only states not slated to meet although special sessions may be called at any time. Twenty-two states have carried over legislation from last year for deliberation during the 1982 sessions.

In an effort to stay on top of new bills and monitor them through the legislative process, the NRA state relations department has hired a computerized reporting service. "We now have a more sophisticated system for tracking state legislation affecting the foodservice industry and an insight into which bills are going to move," said Libby Hendrix, manager of state relations.

2000 bills affect industry. . .

Since January 1982, over 2,000 bills have already been introduced in the states which, if enacted, will affect the restaurant industry. Raising revenue is still a major preoccupation with the state legislators. As the Reagan administration trims the budget and cuts back on federal programs, states will have the problem of finding new ways to increase their revenue sources. NRA is concerned that more legislators will turn to the foodservice industry as one means of accomplishing this goal. Prospective sources of additional income include room and meal taxes, additional cigarette and liquor excise taxes and a tax on soft drinks.

Labor, liquor, energy and public health and safety are other legislative issues which have already generated many bills and much concern so far this year. Legislation related to the lowering of the age at which minors can work, third-party liquor liability, more stringent sanitation requirements and restrictions on the sale of imitation or imported foods are examples of measures which could affect foodservice operators across the country.

NRA encourages restaurateurs to watch legislation in their states and to work closely with their state restaurant associations. It is through combined efforts that legislation detrimental to the foodservice industry can be defeated in one state before it gets a foothold in many others.

State association educational programs focus on regional differences

Frequently, educational seminars for the foodservice industry require local orientation to address particular concerns. Since the National Restaurant Association's seminars cover interests which are more generic in scope, many state and local restaurant associations complement the NRA seminar schedule with educational meetings specifically designed for issues affecting their immediate area.

One topic of major interest encompasses labor laws and regulations. Labor seminars are held regularly by many state restaurant associations to educate their members in the frequently complicated and burdensome requirements of state minimum wage laws. These seminars are also necessary to bring restaurateurs up to date on any legislative changes in the statutes which would affect their employees or operations. Although many state labor laws are similar to the Fair Labor Standards Act, provisions covering issues, such as overtime, tip credit and hours of operation, differ widely from state to state.

Energy seminars localized. . .

Energy is another popular seminar topic in the states. As a result of nationwide energy "crunches" in the past, the state legislatures have borne the burden of developing energy conservation measures and plans for action in the event of an energy emergency. Restaurateurs should keep up to date on energy laws and regulations affecting commercial establishments in the states in which they operate. It is to their benefit to be aware of the many energy tax credits available to them for the installation of energy-efficient equipment and the variety of other techniques that can be used to keep operational costs down. It is also imperative that foodservice operators are conscious of building construction and renovation standards required by the states in which they operate.

"The state restaurant association executives are supplying their members with a valuable membership service which is important in keeping restaurateurs up to date on issues affecting them at the state and local levels," noted Jim Rogers, NRA director of state relations. "The efforts of the NRA seminar department, in cooperation with the state associations, keep restaurateurs current on a wide variety of subjects affecting their daily operation."

EDUCATION

Find profit, fight inflation with NRA's educational programs

Competition is tough, and the consumer dollar is getting tighter. In 1980 alone, 948 eating and drinking establishments failed. As new equipment, operational innovations and management techniques roll off the assembly line, it is imperative that restaurateurs keep on top of every facet of the foodservice industry. NRA's answer — whether you've been in business for two years or 20 years — is education.

The NRA seminar division offers 344 seminars a year on 34 different subjects, ranging from creating super soups and sauces to controlling food costs.

Workshops and seminars are designed so that with a one or two-day investment operators net a 365-days-a-year profit. "Getting away from the operation — away from the day-to-day problems — operators can take a farsighted and objective look at their techniques and evaluate them next to seminar models as well as the practices of fellow restaurateurs," said Director of Educational Seminars John Rolfs. "Exchanging ideas with 25 people involved in the same issue is a tremendous advantage," he continued.

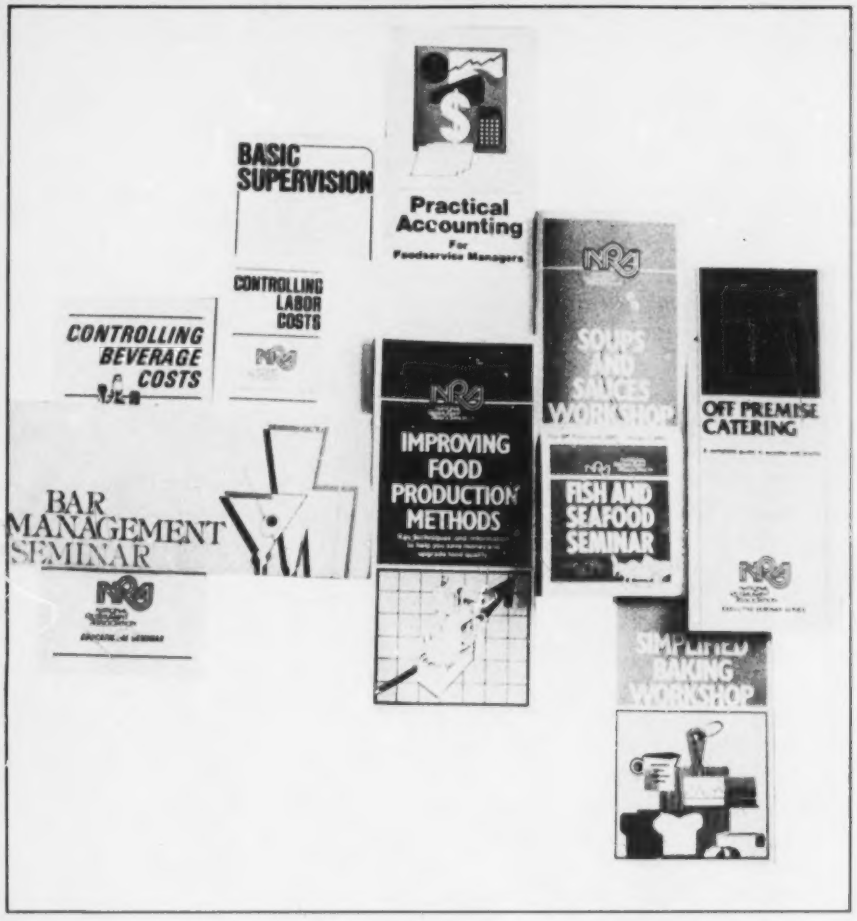
What does an NRA seminar offer?...

You name it!—thirty-four topics covering the entire foodservice spectrum. Ask yourself

- Do you know ways to make your operation special and different from your competitors? Attend the *Creative Merchandising Techniques* seminar and find out.
- What are the six critical principles of internal control? The *Practical Accounting for Foodservice Managers* seminar will help you understand them and use the information to set up better controls in your operation.
- Do you know what POS, ECR and minicomputers will generate for you? The *Computers* seminar is the place to find out.

"Our programs do not leave participants with vague generalizations about how to improve operations. Instructors are chosen because of their hands-on experiences and records of success," Rolfs explained. "We know that even one day away from the business is a big deal in the foodservice industry. Our response is simple: We provide

NRA's seminar staff and instructors plan schedules and locations for seminars to meet the needs of the industry.



Brochures and pamphlets describe many NRA seminars. After reading through the special pull-out seminar schedule, write or call NRA's seminar department for more information on the programs which interest you.

you with the ability to get immediate and tangible results." (See insert for full range of topics.)

What it takes to put together a seminar...

According to Rolfs, "Our main priority is responding to our members' needs. You tell us what you need to know, and we contact the experts and put together a top-rate education program. The state associations help us choose the 70 seminar locations across the country by telling us what they want in their area. Four months is usually adequate leeway to select the site, promote the seminar, distribute a brochure and coordinate the schedule with the proper instructor."

NRA seminar topics are divided into three categories

- executive development seminars
- food production seminars and
- management level seminars.

Ready for a face lift?...

Restaurant Design and Facilities Planning is a two-day conference geared to foodservice owners and managers planning or currently involved in any foodservice design project from construction to remodeling and expansion.

Jack McCabe and Ted Thelander, both principals and founders of consulting firms which provide comprehensive facility planning, are the seminar instructors.

Typical of NRA's programs, this design seminar provides unequaled opportunity to have your project evaluated by two top experts in the field without making a major capital expenditure. Attendees are even encouraged to bring plans, blueprints and other project information for individual evaluation. The fee for this intensive two-day seminar is less than the cost of one day with a facilities design consultant.

Restaurant Design and Facilities Planning was held March 15-16 in Houston, TX and will be repeated on June 1-2 in Atlantic City, NJ.

"There probably aren't many operators in the business that would be able to go through any of NRA's 34 seminars without picking up useful information that ultimately resulted in increased profits. This is particularly true in foodservice, where change is inherent," stated Chairman of NRA's Education Committee Harris Rusitzky.

Change is inherent...

Probably no other area of the industry is as subject to change as sanitation. With local and state ordinances, scientific discoveries and product innovations, keeping up with sanitation issues is almost a daily job. In the *Practical Foodservice Sanitation* seminar, designed specifically for management and supervisory personnel in foodservice operations, NRA instructor Elizabeth Lang will wage a war on bacteria by discussing how purchasing, receiving, stor-

age, preparation, display and servicing food all affect safety and wholesomeness. Lang is a full-time NRA seminar/coordinator with a master's degree in food science and nutrition. She also has foodservice-industry experience in operations management and quality assurance.

Vitally important information on foodservice sanitation, from safe food handling to proper facilities maintenance and how to meet regulations of your jurisdiction to keep safety and health regulators on your side, will be covered. You will learn training and self-inspection methods that will enable you to implement an on-going "inspection proof" sanitation program.

NRA's comprehensive *Sanitation Operations Manual* — loaded with practical information, self-inspection checklists and training guidelines — will make your sanitation program easy to implement and maintain.

Managing basics...

There is probably nothing more basic to successful restaurant operations than dining room management — from hiring and training personnel to promoting your products.

NRA's *Dining Room Management* seminar is geared toward dining room managers, supervisors, maitre d's, owners, operators, trainers, personnel managers, hosts, hostesses, headwaiters, waitresses and promotions and guest relations managers.

Aaron B. Donatello, a full-time NRA seminar instructor/coordinator, draws on his years of management experience in chain restaurants across the U.S. to help managers sharpen skills and techniques.

Participants will explore methods of getting the most from their people and building a team of stars by hiring, training, developing, motivating, increasing productivity, providing feedback and recognizing and rewarding results.

Since 1976, over 44,900 people have attended NRA's 1,121 seminars. Are they successful, useful? Here's what some of the participants have said:

- "Dynamic and motivating!"
- "Excellent and practical seminar. Gave me a lot of new ideas."
- "Great innovative ideas. I have never enjoyed, or felt I had gotten so much out of a seminar."
- "I wish the rest of our staff could have been there."
- "Very informative and knowledgeable speaker. He covered a tremendous amount of information in a relatively short time."

Seminar instructors are well cast...

Elizabeth Lang and Aaron Donatello have already been introduced as NRA coordinator/instructors. James W. Barr is another. Prior to joining NRA, Barr gained extensive operations experience in both chain and independent organizations across the U.S., including a position as general manager for Victoria Station. In addition to managing existing bar and restaurant operations, Jim has been involved with opening new operations. He instructs NRA's *Controlling Beverage Costs* seminar in which he gives bar managers, owner/operators, general managers, food and beverage directors, accountants, controllers and auditors a chance to pick up new moneymaking ideas for their bar operation.

NRA's food production seminars all feature instructing chefs. Many are from the Culinary Institute of America in Hyde Park, NY, like Alfred Natale and Fritz Sonnenschmidt, who conduct the *Super Salads* seminar.

Private consultants, like Richard F. Roach, Jr., who is a CPA and manager in the Seattle office of Pannell, Kerr, Forster and Richard A. Swope, who is a CPA and manager in the Miami office of the same firm instruct the *Food and Beverage Operations Auditing* seminar.

Leading colleges are another source of NRA seminar instructors, including Dr. Samuel M. Gillespie, marketing advisor for the Texas A & M sea grant program and assistant dean for undergraduate programs in the University's College of Business Administration, who leads the *Fish and Seafood* seminar. Dr. Michael L. Kasavana, a professor at Michigan State University's School of Hotel/Restaurant Management, specializing in information and computerized systems for the hospitality industry, instructs the *Computers* seminar.

Who would benefit by attending an NRA seminar?...

Everybody. According to James Barr, "We are providing the industry with the opportunity to have their information updated by experts. Some operators inherited the business from their families. Others say they entered the business because it looked like fun, and they thought they could make a lot of money. They found that it wasn't as easy as they thought. This is where we come in. We provide them with information they need to survive.

Benefits shared by all seminars...

The fee of the seminars, books, local transportation and travel, meals and lodging while away from home are tax deductible under U.S. Treasury Regulation 1.162-5. Also, all seminars offer certificates of completion and wallet-size certification cards.

In-house presentations equal tailor-made savings...

If your company has 20 or more people interested in attending the same seminar, in-house, tailor-made presentations are the way to go.

"The presentations can be geared to meet your company's specific needs," said Larry Fidel, NRA manager of seminars and conferences.

"The great thing about in-house presentations is the financial savings. Not only is the attendance cost for participants reduced as the enrollment increases, but there is a savings on travel and lodging expenses since the seminar is held in the attendees home area," John Rolfs explained. "NRA would like to do a lot more of these in-house seminars. It is just another way that we can help pass along a convenience to the industry. It is cost-efficient for them and cost-efficient for us."

What's coming in the future...

John Rolfs, the newly appointed educational seminar department director, has some far-reaching plans. "We want to be even more responsive to industry needs from the 'ma and pa' operations — which include 85 percent of our members — to the large chains as well."

Educators go back to work

Teachers and administrators in the foodservice industry have a unique educational opportunity available to them through the joint efforts of NRA and the National Institute for the Foodservice Industry (NIFI), a non-profit foundation established to advance professionalism in the foodservice industry through education.

The NRA/NIFI teacher work-study grant program gives educators on-the-job experience as well as a glimpse of current developments and innovations in the foodservice industry.

The grants, made possible through NRA, and administered by NIFI, are awarded on a competitive basis to teachers and administrators involved in foodservice career-education programs.

This year 35 full-time instructors and administrators will take part in the NRA-NIFI program. Ten of the awardees are participating for the second or third time. According to William Stratton, NIFI president, the teacher work-study grant-award program enables the participants to enrich and update their knowledge of the industry and increase their capacity to relate that knowledge to their students.

Because of the positive response from participants, NRA expects the number of applicants will increase for the 1983–84 program.

A look at two previous winners...

For David Cohen, professor of hotel and restaurant management at Bergen Community College, Paramus, NJ, participation in the NRA/NIFI grant award program has been a tremendous learning experience. As a 1980 and 1981 award winner, Cohen worked in a fast food operation, setting up control forms and inventory systems. This past summer he managed the dining room of the Charleston Gardens, a table-service restaurant in Paramus, NJ.

While running the dining room, his major contribution was in the presentation of the pastries and cakes to the customer. He arranged for them to be displayed to customers on a tea wagon.

"Since the restaurant does all of its own baking, I worked with the baker to set up the cart in the morning. We also calculated the consumption the month prior to using the display cart; they were consumed by 70 percent of the customers," he explained. After a month of displaying desserts, Cohen discovered that the dessert average went up to 90 percent. "This proved so successful that the present manager probably will continue this method," he said.

Edward Martin, department head, hotel, motel management at Horry-Georgetown Technical College, Conway, SC, has been a grant-award winner since the inception of this program in 1979. Every summer for the past three years he has had the opportunity to return to South Carolina's Myrtle Beach Hilton to work in a different phase of hotel management. This past summer he discovered that the demands of a food and beverage auditor are often "mystifying, tedious, enlightening and always productive."

He worked the midnight-to-7 a.m. shift and was responsible for the collection and cataloging of guest checks, sales vouchers from tenant-operated and other facilities and payments to service providers.

Martin is convinced that his experience these past three summers has increased the amount of information he is able to pass on to his students. "It is one thing to treat classroom observation and discussion of sound financial accounting and management, relying chiefly on textbooks and case material, and quite a different matter to interpret direct, daily job experience as the key to student understanding of this crucial area," he added.

According to David Smith, director of the hotel, motel management department at North Carolina Wesleyan College, Rocky Mount, NC, participation in the program this coming summer

David Cohen, professor of hotel and restaurant management at Bergen Community College in New Jersey, teaches students the basics of dining room management.

Cohen, like many other professors at HR&I colleges and universities, teaches a variety of courses. Here Cohen teaches students about wines — from taste to presentation.

will enhance what he does in the classroom.

"I haven't worked in the operational end of the industry for five years, and I am confident that my summer experience will help me go beyond the textbook," he said.

Smith will be working for Hardee's Food Systems, Inc., developing, assessing and evaluating existing programs for the training of management employees. "Hardees has an excellent human relations development department, and I know I will be able to relate this learning experience to my students. They will surely benefit from the work-study program," he said.

Carol Shanklin, foodservice management, nutrition and food sciences professor at Texas Woman's University, Denton, TX, will work in a supervisory/preparation position this summer for Highland Park Cafeterias. "I try to get back into the operations end at least once every two years. It is an effective way for me to keep up with the developments and trends in the foodservice industry," she explained.

Shanklin feels that her summer employment will be applicable to the classroom. "The foodservice industry holds a great opportunity for women. I encourage my students and tell them what a great, exciting industry the foodservice industry is. I'm sure participation in this program will make me even more aware of the opportunities," she added.

An excellent opportunity to get a more in-depth application in the industry is how Linda Underhill, professor of food principles at Rochester Institute of Technology, Rochester, NY, describes her desire to take part in the grant-award program this summer.

Underhill will be employed by the Serve-Rite Corporation, which operates 18 cafeterias and six in-store feeders. Her responsibilities include the auditing of accounts in industrial feeding and concession stands, writing status reports and training requirements and conducting price comparisons.

"I've worked in the operations end before teaching, but that was for a non-profit organization. This program will show me the profit-making end," she said.

Jeanne Puerta, Pikes Peak Community College, Colorado Springs, CO, will be head cook at a children's summer camp in Idaho Springs, CO. Her responsibilities include purchasing all of the food supplies and planning the daily menu for approximately 120 people. Puerta feels this experience will easily relate to her classroom teaching.

"I instruct the dietetic assistant program, and I will be able to give realistic examples of menu planning and food purchasing and preparation," she said. "But most importantly, I want my students to have an appreciation of hands-on experience. After I wash 1,000 potatoes, I think they'll understand what I mean."

NRA/NIFI goals...

NRA and NIFI have devised the following goals as the basis of the teacher work-study grant award program

- to provide foodservice educators with the opportunity to gain new perspectives from actual on-the-job industry experience
- to strengthen the relationship between industry and education and
- to improve the value and quality of all levels of foodservice education across the country.

Rules for participation...

All full-time instructors and administrators in a hospitality program are eligible. Educators should submit an application form to the National Institure for the Foodservice Industry, 20 N. Wacker Dr., Chicago, IL, 60606, by Nov. 1, 1982, for the 1983 program.

Grants are awarded on a competitive basis and are designed to supplement earnings during employment. They are not contingent on the total amount earned. Travel and temporary relocation allowances will also be available to selected individuals who work more than 100 miles from their school.

Grant recipients are required to work a minimum of eight consecutive weeks, averaging at least 40 hours per week.

Selection of the winners will be made by an independent scholarship committee of education and industry leaders.

By making the teacher work-study program money available, NRA reinforces the industry's commitment to a complete and varied educational experience. Additional information may be obtained by contacting NIFI at (312) 787-1703.

College graduates –

career goals meet industry needs

Get ready operators — here they come. Nearly 5,000 students will graduate from colleges and university hotel and restaurant programs this spring. Educated for foodservice careers, from preparation to financial management, they all have one thing in common — dedication to the foodservice industry as a profession.

Students' career goals are being met by the needs of the foodservice industry, which is becoming more complex — demanding greater technical expertise and stronger commitment to the principles of economics.

"Hotel, restaurant and institutional (HR&I) college-level programs are reflecting the sophistication and complexity of the industry," according to S.J. DiMeglio, president of Guest Services, Inc., formerly Government Services, Inc., of Washington, DC.

DiMeglio feels the restaurant industry as a profession is at least as demanding as any other industry in its need for educated, well-trained people.

Almost every job requires some special knowledge or skill. But a job becomes a profession, placement specialists say, when the body of knowledge grows too large to be learned only through hands-on training. During the past few decades, the foodservice industry has become professionalized.

Companies await graduates...

Many of the universities boast of placement rates within the industry of 100 percent.

According to Dr. Donald Greenway, a visiting professor at Florida International University (FIU) in Miami, employers seek out HR&I graduates. "On an annual basis this school (FIU) alone has between 100 and 200 companies who come here to recruit our graduates." Most of those companies are chains or multi-unit organizations, Greenway explained. Independent

operators do not have the personnel people or the specialized departments to carry out such large-scale recruiting campaigns; Greenway estimates, however, that FIU receives about 6,000 inquiries a year from independents.

This eagerness to interview and recruit HR&I graduates is an example of industry's concern for productivity and efficiency, according to Dr. Michael Olsen of Virginia Polytechnic in Blacksburg. Olsen is president of the Council on Hotel, Restaurant and Institutional Education (CHRIE).

"It reflects a maturation process that has taken place in the industry. Employers have an appreciation for the kind of education people get in HR&I programs, such as the ones we have at Virginia Polytechnic, or at any of the hundreds of schools around the country," Olsen explained.

While various segments of the industry inevitably face different sets of needs for the future, changes in the economy and new technological developments clearly affect tomorrow's total business picture.

Need for financial managers...

"In the 1980s," Olsen stated, "I believe the strongest needs will be in the field of financial management. I see that in my private consulting work. I would say that nearly all the consulting work I've done in the past two years has had to do with finance, cash flow, capital budgeting and that sort of thing."

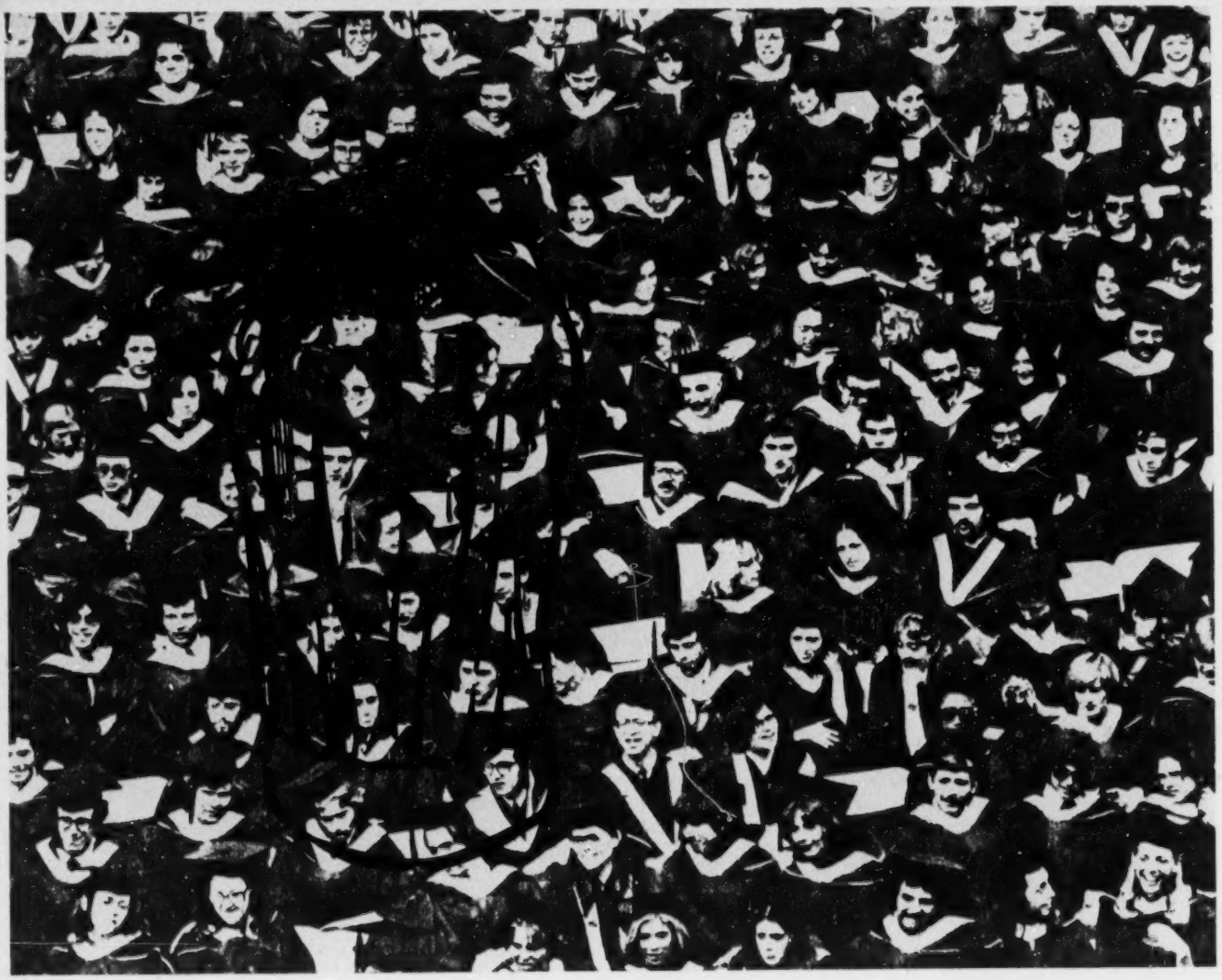
According to most educators and personnel directors in foodservice operations, however, the industry still needs generalists — just better educated, well-rounded generalists. They must be just as effective in the back of the operation as they are up front. "Fortunately most schools today offer that sort of panoramic approach to foodservice education," explained DiMeglio.

"The important thing to prospective employers," says Greenway of FIU, "is that rather than offering a single emphasis, we try to develop the kind of management and business skills that are most in demand today."

Creative students come out of school...

"That demand today is for creative people who can cope with a very wide variety of situations and circumstances, who understand finances, who understand marketing and who understand merchandising."

Merchandising has also become a major concern for this industry. Academic programs today are turning out good merchandisers. "That is an im-



portant aspect," Greenway says, "of the retail atmosphere in which we work."

According to Bill Monro, president of the California Restaurant Association, commitment is the bottom line. And the fact that HR&I students have made that commitment by spending four years in school studying and learning about the foodservice industry puts them ahead of someone who walks in off the street looking for a job.

Students work on the job...

Some operators admit, however, that although commitment and education are as strong a plus for any candidate, they still feel strongly about on-the-job experience.

According to Andrew Kelly, president of the Illinois Restaurant Association, this is particularly true among the successful independents who want to be able to bring somebody into the business and have them fit in as soon as possible.

Many students realize experience is what operators are searching for, and they are no longer hanging out at the beaches during summer vacations. Many of the college curriculums supplement their studies with summer intern programs, so students are able to combine their practical experience with on-the-job training.

Intern programs build experience...

NRA Director of Human Resources Walter Ashcraft explained that many operators — both independents and large chains — have well-structured intern programs, and many interns go back to work full time for the same employer after graduation. "These intern programs have worked out beautifully for both operators and students. If students take full-time jobs with employers they have worked for during the past few summers, chances are the turn-over rate will be less, because expectations about a job are more in line with reality. Employers have been able to watch the students on the job, and they know if they are right for the company," explained Ashcraft.

For information on intern programs contact your nearest HR&I school or ask NRA for references.

As thousands of new graduates leave the 100 or so four-year HR&I programs, or graduates from the nearly 500 two-year college programs around the country, they arrive on the scene ready to work and utilize the knowledge they have gained.

National Restaurant Association

Seminars

March - June 1981

By Topic

By Date

By State

Special pull-out seminar schedule

Seminars by Topic

March - June 1982

Restaurateur's must keep on top of every facet of the foodservice industry. NRA has the way to help operators do this — educational seminars.

The NRA educational seminar division offers 344 seminars a year on 34 various subjects in 70 different cities.

A one or two day investment in a seminar can net an operator a 365-day-a-year profit.

"Immediate and tangible results are our goal," says Director of Educational Seminars John Rolfs. "Our main priority is responding to our members' concerns. You tell us what you need to know and we contact the experts and put together top-rate educational programs."

Practical Accounting for Foodservice Managers

Mar. 8	Newport Beach, CA
Mar. 10	Denver, CO
Apr. 19	Boston, MA

Food & Beverage Operations Auditing

Mar. 16	Seattle, WA
Mar. 31	Boston, MA
Jun. 10	Los Angeles, CA

Bar Management

Mar. 8-10	Tampa, FL
Mar. 15-17	Los Angeles, CA
Apr. 26-28	Philadelphia, PA
Jun. 7-9	Washington, DC

Simplified Baking Workshop

Mar. 10	Springfield, MA
Apr. 28	Detroit, MI

Basic Supervision

Apr. 13	San Mateo, CA
May 4	Burlington, VT
May 11	Dallas, TX
Jun. 15	Denver, CO
Jun. 17	Las Vegas, NV
Jun. 28	Tampa, FL
Jun. 30	Washington, DC

Budgeting and Profit Planning

May 22	Chicago, IL, NRA SHOW

Computers

Mar. 22	Cincinnati, OH
Mar. 24	Minneapolis, MN
Apr. 22	Washington, DC
May 22	Chicago, IL, NRA SHOW
Jun. 7	Dallas, TX
Jun. 9	Phoenix, AZ

National Conference

Human Resources Development

June 21-23 Washington, DC

Controlling Food Costs

Mar. 22	Rochester, NY
Mar. 23	Newark, NJ
Mar. 25	New Haven, CT
Apr. 5	Detroit, MI
Apr. 7	Columbus, OH
May 22	Chicago, IL, NRA SHOW
Jun. 21	Chicago, IL
Jun. 23	St. Louis, MO

Controlling Beverage Costs

Mar. 1	Seattle, WA
Mar. 4	Honolulu, HI
Mar. 29	Burlington, VT
Apr. 5	Milwaukee, WI
Apr. 7	Chicago, IL
Apr. 13	Houston, TX
Apr. 15	Kansas City, MO

Controlling Labor Costs

Mar. 1	Milwaukee, WI
Mar. 3	Chicago, IL
Mar. 22	Salt Lake City, UT

Creative Merchandising Techniques

Mar. 8	Boston, MA
Mar. 15	Portland, OR
Apr. 8	Denver, CO
Apr. 21	Washington, DC
May 6	Newark, NJ
Jun. 24	St. Louis, MO

Dining Room Management

Mar. 11	Norfolk, VA
Mar. 29	San Antonio, TX
Mar. 31	Dallas, TX
Jun. 7	Hartford CT
Jun. 9	Rochester, NY

Fish & Seafood

May 17	San Francisco, CA
May 19	Los Angeles, CA
Jun. 15	Detroit, MI
Jun. 17	Milwaukee, WI

Hiring Hourly Employees

Mar. 1	Houston, TX
Mar. 22	Baltimore, MD
Apr. 5	Atlanta, GA
Apr. 13	Portland, ME
Apr. 26	Newport Beach, CA
May 22	Chicago, IL, NRA SHOW
Jun. 28	Seattle, WA

How to Prepare an Employee Manual

Mar. 15-16	Scottsdale, AZ

Improving Food Production Methods

Mar. 9	Newport Beach, CA
Mar. 11	Scottsdale, AZ
Apr. 5	Cherry Hill, NJ
Apr. 22	Rochester, NY
Apr. 29	Pittsburgh, PA
May 10	Dallas, TX
Jun. 15	Minneapolis, MN
Jun. 21	Honolulu, HI
Jun. 24	Portland, OR

Kitchen Management

Mar. 24	Albuquerque, NM
Apr. 13	Baltimore, MD
Apr. 15	Toledo, OH
Apr. 19	Oklahoma City, OK
Apr. 21	Minneapolis, MN
Apr. 29	Portland, OR
Jun. 7	Chicago, IL
Jun. 22	Boston, MA
Jun. 24	King of Prussia, PA

Location! Location! Location! How to Successfully Negotiate and Finance your New Operation

Mar. 29-30	San Francisco, CA

Management Recruitment and Selection

May 22-23	Chicago, IL, NRA SHOW

Market Research

Mar. 4	Chicago, IL
Apr. 3	Seattle, WA
Apr. 6	Long Beach, CA
Jun. 14	Houston, TX

Marketing for Profit

Apr. 14-15	Los Angeles, CA
May 22-23	Chicago, IL, NRA SHOW

Practical Meat Workshop

Mar. 15	Wichita, KS
Mar. 17	Dallas, TX
Apr. 19	Seattle, WA
Apr. 21	Denver, CO
May 4	Atlanta, GA
Jun. 21	Los Angeles, CA
Jun. 23	San Francisco, CA

Menu Development

Mar. 16	Detroit, MI
Mar. 18	Cleveland, OH
Apr. 5	Houston, TX
Apr. 7	Phoenix, AZ
May 22	Chicago, IL, NRA SHOW
Jun. 3	Hyannis, MA

Practical Foodservice Sanitation

Mar. 4	Memphis, TN

Off-Premise Catering

Mar. 8-9	Las Vegas, NV
Mar. 29-30	Boston, MA
Apr. 19-20	Tampa, FL
May 22-23	Chicago, IL, NRA SHOW

Operational Analysis

May 22-23	Chicago, IL, NRA SHOW

Performance Review

Mar. 2	Houston, TX
Mar. 23	Baltimore, MD
Apr. 6	Atlanta, GA
Apr. 14	Portland, ME
Apr. 27	Newport Beach, CA
May 23	Chicago, IL, NRA SHOW
Jun. 29	Seattle, WA

Real Estate and Site Selection

Mar. 22-23	Atlanta, GA
May 22-23	Chicago, IL, NRA SHOW

Restaurant Design and Facilities Planning

Mar. 15-16	Houston, TX
May 22-23	Chicago, IL, NRA SHOW
Jun. 1-2	Atlantic City, NJ

Soups & Sauces Workshop

Mar. 15	Toledo, OH
Mar. 31	San Francisco, CA
Apr. 26	Scottsdale, AZ
Apr. 28	San Diego, CA
May 5	Seattle, WA
Jun. 14	Orlando, FL
Jun. 17	Williamsburg, VA

Super Salads

Mar. 4	Philadelphia, PA
Mar. 25	Williamsburg, VA
Apr. 7	Hartford, CT
May 6	Nashville, TN

How to Turn your Restaurant Business into a Private Tax Shelter

May 22-23	Chicago, IL, NRA SHOW

Winning! Labor Law, Negotiations and Unions

Mar. 29-30	Washington, DC

Seminars by Date

March-June 1982

March 1982

3/1	Controlling Beverage Costs, *Seattle, WA*
3/1	Hiring Hourly Employees, *Houston, TX*
3/1	Controlling Labor Costs, *Milwaukee, WI*
3/2	Performance Review, *Houston, TX*
3/3	Controlling Labor Costs, *Chicago, IL*
3/4	Controlling Beverage Costs, *Honolulu, HI*
3/4	Practical Foodservice Sanitation, *Memphis, TN*
3/4	Super Salads, *Philadelphia, PA*
3/4	Market Research, *Chicago, IL*
3/8	Creative Merchandising Techniques, *Boston, MA*
3/8	Practical Accounting for Foodservice Managers, *Newport Beach, CA*
3/8-9	Off Premise Catering, *Las Vegas, NV*
3/8-10	Bar Management, *Tampa, FL*
3/9	Improving Food Production Methods, *Newport Beach, CA*
3/10	Simplified Baking Workshop, *Springfield, MA*
3/10	Practical Accounting for Foodservice Managers, *Denver, CO*
3/11	Improving Food Production Methods, *Scottsdale, AZ*
3/11	Dining Room Management, *Norfolk, VA*
3/15	Soups & Sauces Workshop, *Toledo, OH*
3/15	Creative Merchandising Techniques, *Portland, OR*
3/15	Practical Meat Workshop, *Wichita, KS*
3/15-16	How to Prepare an Employee Manual, *Scottsdale, AZ*
3/15-16	Restaurant Design and Facilities Planning, *Houston, TX*
3/15-17	Bar Management, *Los Angeles, CA*
3/16	Menu Development, *Detroit, MI*
3/16	Food & Beverage Operations Auditing, *Seattle WA*
3/17	Practical Meat Workshop, *Dallas, TX*
3/18	Menu Development, *Cleveland, OH*
3/22	Hiring Hourly Employees, *Baltimore, MD*
3/22	Controlling Food Costs, *Rochester, NY*
3/22	Controlling Labor Costs, *Salt Lake City, UT*
3/22	Computers, *Cincinnati, OH*
3/22-23	Real Estate and Site Selection, *Atlanta, GA*
3/23	Controlling Food Costs, *Newark, NJ*
3/23	Performance Review, *Baltimore, MD*
3/24	Computers, *Minneapolis, MN*
3/24	Kitchen Management, *Albuqueque, NM*
3/25	Super Salads, *Williamsburg, VA*
3/25	Controlling Food Costs, *New Haven, CT*
3/29	Controlling Beverage Costs, *Burlington, VT*
3/29	Dining Room Management, *San Antonio, TX*
3/29-30	Winning! Labor Law, Negotiations and Unions, *Washington, DC*
3/29-30	Off-Premise Catering, *Boston, MA*
3/29-30	Location! Location! Location, How to Successfully Negotiate and Finance your New Operation, *San Francisco, CA*
3/31	Food & Beverage Operations Auditing, *Boston, MA*
3/31	Soups & Sauces Workshop, *San Francisco, CA*
3/31	Dining Room Management, *Dallas, TX*

April 1982

4/3	Market Research, *Seattle, WA*
4/5	Menu Development, *Houston, TX*
4/5	Improving Food Production Methods, *Cherry Hill, NJ*
4/5	Controlling Beverage Costs, *Milwaukee, WI*
4/5	Controlling Food Costs, *Detroit, MI*
4/5	Hiring Hourly Employees, *Atlanta, GA*
4/6	Market Research, *Long Beach, CA*
4/6	Performance Review, *Atlanta, GA*
4/7	Super Salads, *Hartford, CT*
4/7	Controlling Food Costs, *Columbus, OH*
4/7	Menu Development, *Phoenix, AZ*
4/7	Controlling Beverage Costs, *Chicago, IL*
4/8	Creative Merchandising Techniques, *Denver, CO*
4/13	Hiring Hourly Employees, *Portland, ME*
4/13	Kitchen Management, *Baltimore, MD*
4/13	Basic Supervision, *San Mateo, CA*
4/13	Controlling Beverage Costs, *Houston, TX*
4/14	Performance Review, *Portland, ME*
4/14-15	Marketing for Profit, *Los Angeles, CA*
4/15	Kitchen Management, *Toledo, OH*
4/15	Controlling Beverage Costs, *Kansas City, MO*
4/19	Kitchen Management, *Oklahoma City, OK*
4/19	Practical Meat Workshop, *Seattle, WA*
4/19	Practical Accounting for Foodservice Managers, *Boston, MA*
4/19-20	Off Premise Catering, *Tampa, FL*
4/21	Kitchen Management, *Minneapolis, MN*
4/21	Practical Meat Workshop, *Denver, CO*
4/21	Creative Merchandising Techniques, *Washington, DC*
4/22	Improving Food Production Methods, *Rochester, NY*
4/22	Computers, *Washington, DC*
4/26	Soups & Sauces Workshop, *Scottsdale, AZ*
4/26	Hiring Hourly Employees, *Newport Beach, CA*
4/26-28	Bar Management, *Philadelphia, PA*
4/27	Performance Review, *Newport Beach, CA*
4/28	Simplified Baking Workshop, *Detroit, MI*
4/28	Soups & Sauces Workshop, *San Diego, CA*
4/29	Kitchen Management, *Portland, OR*
4/29	Improving Food Production Methods, *Pittsburgh PA*

March 1982

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April 1982

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May 1982

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June 1982

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27	28	29	30			

May 1982

5/4	Practical Meat Workshop, *Atlanta, GA*
5/4	Basic Supervision, *Burlington, VT*
5/5	Soups & Sauces Workshop, *Seattle WA*
5/6	Super Salads, *Nashville, TN*
5/6	Creative Merchandising Techniques, *Newark, NJ*
5/10	Improving Food Production Methods, *Dallas, TX*
5/11	Basic Supervision, *Dallas, TX*
5/17	Fish & Seafood, *San Francisco, CA*
5/19	Fish & Seafood, *Los Angeles, CA*

NRA SHOW

5/22	Computers
5/22	Budgeting and Profit Planning
5/22	Controlling Food Costs
5/22	Menu Development
5/22-23	Hiring Hourly Employees/Performance Review
5/22-23	Operational Analysis
5/22-23	Off-Premise Catering
5/22-23	Real Estate and Site Selection
5/22-23	Restaurant Design and Facilities Planning
5/22-23	Marketing for Profit
5/22-23	How to Turn your Restaurant Business into a Private Tax Shelter
5/22-23	Management Recruitment and Selection

June 1982

6/1-2	Restaurant Design and Facilities Planning, *Atlantic City, NJ*
6/3	Menu Development, *Hyannis, MA*
6/7	Kitchen Management, *Chicago, IL*
6/7	Computers, *Dallas, TX*
6/7	Dining Room Management, *Hartford, CT*
6/7-9	Bar Management, *Washington, DC*
6/9	Computers, *Phoenix, AZ*
6/9	Dining Room Management, *Rochester, NY*
6/10	Food & Beverage Operations Auditing, *Los Angeles, CA*
6/14	Soups & Sauces Workshop, *Orlando, FL*
6/14	Market Research, *Houston, TX*
6/15	Basic Supervision, *Denver, CO*
6/15	Improving Food Production Methods *Minneapolis, MN*
6/15	Fish & Seafood, *Detroit, MI*
6/17	Basic Supervision, *Las Vegas, NV*
6/17	Soups & Sauces Workshop, *Williamsburg, VA*
6/17	Fish & Seafood, *Milwaukee, WI*
6/21-23	Human Resources Development, National Conference, Washington, DC
6/21	Practical Meat Workshop, *Los Angeles, CA*
6/21	Improving Food Production Methods, *Honolulu, HI*
6/21	Controlling Food Costs, *Chicago, IL*
6/22	Kitchen Management, *Boston, MA*
6/23	Practical Meat Workshop, *San Francisco, CA*
6/23	Controlling Food Costs, *St. Louis, MO*
6/24	Improving Food Production Methods, *Portland, OR*
6/24	Creative Merchandising Techniques, *St. Louis, MO*
6/24	Kitchen Management, *King of Prussia, PA*
6/28	Hiring Hourly Employees, *Seattle, WA*
6/28	Basic Supervision, *Tampa, FL*
6/29	Performance Review, *Seattle, WA*
6/30	Basic Supervision, *Washington, DC*

Seminars by State

March - June 1982

Arizona

3/11	Improving Food Production Methods (Scottsdale)
3/15-16	How to Prepare an Employee Manual (Scottsdale)
4/7	Menu Development (Phoenix)
4/26	Soups & Sauces Workshop (Scottsdale)
6/9	Computers (Phoenix)

California

3/8	Practical Accounting for Food Service Managers (Newport Beach)
3/9	Improving Food Production Methods (Newport Beach)
3/15-17	Bar Management (Los Angeles)
3/29-30	Location! Location! Location! How to Successfully Negotiate and Finance your New Operation (San Francisco)
3/31	Soups & Sauces Workshop (San Francisco)
4/6	Market Research (Long Beach)
4/13	Basic Supervision (San Mateo)
4/14-15	Marketing for Profit (Los Angeles)
4/26	Hiring Hourly Employees (Newport Beach)
4/27	Performance Review (Newport Beach)
4/28	Soups & Sauces Workshop (San Diego)
5/17	Fish & Seafood (San Francisco)
5/19	Fish & Seafood (Los Angeles)
6/10	Food & Beverage Operations Auditing (Los Angeles)
6/21	Practical Meat Workshop (Los Angeles)
6/23	Practical Meat Workshop (San Francisco)

Colorado

3/10	Practical Accounting for Food Service Managers (Denver)
4/8	Creative Merchandising Techniques (Denver)
4/21	Practical Meat Workshop (Denver)
6/15	Basic Supervision (Denver)

Connecticut

3/25	Controlling Food Costs (New Haven)
4/7	Super Salads (Hartford)
6/7	Dining Room Management (Hartford)

District of Columbia

3/29-30	Winning! Labor Law, Negotiations and Unions
4/21	Creative Merchandising Techniques
4/22	Computers
6/7-9	Bar Management
6/21-23	Human Resources Development National Conference
6/30	Basic Supervision

Florida

3/8-10	Bar Management (Tampa)
4/19-20	Off Premise Catering (Tampa)
6/14	Soups & Sauces Workshop (Orlando)
6/28	Basic Supervision (Tampa)

Georgia

3/22-23	Real Estate and Site Selection (Atlanta)
4/5	Hiring Hourly Employees (Atlanta)
4/6	Performance Review (Atlanta)
5/4	Practical Meat Workshop (Atlanta)

Hawaii

3/4	Controlling Beverage Costs (Honolulu)
6/21	Improving Food Production Methods (Honolulu)

Illinois

3/3	Controlling Labor Costs (Chicago)
3/4	Market Research (Chicago)
4/7	Controlling Beverage Costs (Chicago)
6/7	Kitchen Management (Chicago)
6/21	Controlling Food Costs (Chicago)

NRA SHOW

5/22	Computers
5/22	Budget and Profit Planning
5/22	Controlling Food Costs
5/22	Menu Development
5/22-23	Hiring Hourly Employees/ Performance Review
5/22-23	Operational Analysis
5/22-23	Off-Premise Catering
5/22-23	Real Estate and Site Selection
5/22-23	Restaurant Design and Facilities Planning
5/22-23	Marketing for Profit
5/22-23	How to Turn your Restaurant Business into a Private Tax Shelter
5/22-23	Management Recruitment and Selection

Kansas

3/15	Practical Meat Workshop (Wichita)

Maine

4/13	Hiring Hourly Employees (Portland)
4/14	Performance Review (Portland)

Maryland

3/22	Hiring Hourly Employees (Baltimore)
3/23	Performance Review (Baltimore)
4/13	Kitchen Management (Baltimore)

Massachusetts

3/8	Creative Merchandising Techniques (Boston)
3/10	Simplified Baking Workshop (Springfield)
3/29-30	Off-Premise Catering (Boston)
3/31	Food & Beverage Operations Auditing (Boston)
4/19	Practical Accounting for Food Service Management (Boston)
6/3	Menu Development (Hyannis)
6/22	Kitchen Management (Boston)

Michigan

3/16 Menu Development (Detroit)
4/5 Controlling Food Costs (Detroit)
4/28 Simplified Baking Workshop (Detroit)
6/15 Fish & Seafood (Detroit)

Minnesota

3/24 Computers (Minneapolis)
4/21 Kitchen Management (Minneapolis)
6/15 Improving Food Production Methods (Minneapolis)

Missouri

4/15 Controlling Beverage Costs (Kansas City)
6/23 Controlling Food Costs (St. Louis)
6/24 Creative Merchandising Techniques (St. Louis)

Nevada

3/8-9 Off-Premise Catering (Las Vegas)
6/17 Basic Supervision (Las Vegas)

New Jersey

3/23 Controlling Food Costs (Newark)
4/5 Improving Food Production Methods (Cherry Hill)
5/6 Creative Merchandising Techniques (Newark)
6/1-2 Restaurant Design and Facilities Planning (Atlantic City)

New Mexico

3/24 Kitchen Management (Albuquerque)

New York

3/22 Controlling Food Costs (Rochester)
4/22 Improving Food Production Methods (Rochester)
6/9 Dining Room Management (Rochester)

Ohio

3/15 Soups & Sauces Workshop (Toledo)
3/18 Menu Development (Cleveland)
3/22 Computers (Cincinnati)
4/7 Controlling Food Costs (Columbus)
4/15 Kitchen Management (Toledo)

Oklahoma

4/19 Kitchen Management (Oklahoma City)

Oregon

3/15 Creative Merchandising Techniqes (Portland)
4/29 Kitchen Management (Portland)
6/24 Improving Food Production Methods (Portland)

Pennsylvania

3/4 Super Salads (Philadelphia)
4/26-28 Bar Management (Philadelphia)
4/29 Improving Food Production Methods (Pittsburgh)
6/24 Kitchen Management (King of Prussia)

Tennessee

3/4 Practical Foodservice Sanitation (Memphis)
5/6 Super Salads (Nashville)

Texas

3/1 Hiring Hourly Employees (Houston)
3/2 Performance Review (Houston)
3/15-16 Restaurant Design and Facilities Planning (Houston)
3/17 Practical Meat Workshop (Dallas)
3/29 Dining Room Management (San Antonio)
3/31 Dining Room Management (Dallas)
4/5 Menu Development (Houston)
4/13 Controlling Beverage Costs (Houston)
5/10 Improving Food Production Methods (Dallas)
5/11 Basic Supervision (Dallas)
6/7 Computers (Dallas)
6/14 Market Research (Houston)

Utah

3/22 Controlling Labor Costs (Salt Lake City)

Vermont

3/29 Controlling Beverage Costs (Burlington)
5/4 Basic Supervision (Burlington)

Virginia

3/11 Dining Room Management (Norfolk)
3/25 Super Salads (Williamsburg)
6/17 Soups & Sauces Workshop (Williamsburg)

Washington

3/1 Controlling Beverage Costs (Seattle)
3/16 Food & Beverage Operations Auditing (Seattle)
4/3 Market Research (Seattle)
4/19 Practical Meat Workshop (Seattle)
5/5 Soups & Sauces Workshop (Seattle)
6/28 Hiring Hourly Employees (Seattle)
6/29 Performance Review (Seattle)

Wisconsin

3/1 Controlling Labor Costs (Milwaukee)
4/5 Controlling Beverage Costs (Milwaukee)
6/17 Fish & Seafood (Milwaukee)

If you have any questions concerning NRA seminars, please contact

National Restaurant Association
311 First St., N.W.
Washington, D.C. 20001
Telephone: (202) 638-6100
(800) 424-5156

NRA
NATIONAL RESTAURANT ASSOCIATION

TECHNICAL SERVICES

Sanitation programs — a must for all foodservice personnel

Responding to customers' demands for cleanliness and the public's trust for consumer health, the foodservice industry has expanded education programs in sanitation for all levels of personnel.

Program sponsors include foodservice companies, federal regulatory agencies and educational institutions.

What should one look for in choosing a course for management personnel or in establishing a sanitation program within their company?

Representatives of foodservice companies, educators and federal regulatory officials have established a model course for sanitation training programs. The Food and Drug Administration (FDA) has also established a list of programs meeting these requirements.

Program divided into 5 sections...

The recommended sanitation program is divided into five subject areas — food, facilities, codes and regulations, food handlers and management. The food section is designed to provide information on food borne diseases and their cause and prevention, as well as food storage, preparation and service.

The second course section on facilities covers the cleaning and sanitizing of equipment utensils, plumbing, proper waste handling, lighting, pest control and the storage of non-food supplies as single service items, linens and toxic materials.

The third portion, food handlers, should be used to discuss personal hygiene, dress and hand-washing habits, as well as practices which will minimize food handling and promote the use of utensils.

The codes and regulations section is intended to acquaint managers with the requirements of the local jurisdiction and familiarize them with the inspection report. The significance of major deficiencies should be discussed, as well as correctional procedures and penalties. It is advisable to seek the participation of your local regulatory body in this section.

Finally, the management section should provide information on self-inspection programs and the training and motivation of foodservice workers.

Time and exams required...

There are recommended time periods for each course — four hours for food, four hours for facilities, two hours for food handlers, two hours for codes and regulations and three hours for management.

Finally, one hour must be assigned for an examination — an integral part of the course.

The FDA advisory committee also recognized the need and value of independent study in certain instances. In such cases, seven hours are the minimum classroom hours required. Besides providing the NRA *Practical Foodservice Sanitation* seminar, NRA has established in-house programs for a number of foodservice companies. For further information, contact the NRA seminar department at the Washington office.

While the training of managers is an excellent first step, sanitation education should be given to all levels of foodservice workers.

A wide selection of audiovisual programs are available from a number of suppliers. NRA, during the past year, has developed a series of three employee-training booklets titled "You Hold The Key."

The booklets are for service personnel, food preparation personnel and warewashers. They include a short self-examination and illustrations. They are available in both English and Spanish with liberal quantity discounts. Contact the NRA's public health and safety office in Chicago at (312) 787-2525 for ordering information.

Five-part sanitation program includes

- Food orientation
- Facility and equipment orientation
- Proper food handling
- Codes and regulations update
- Sanitation management

To meet all the Food and Drug Administration requirements an exam must be completed after students have taken all five segments of the program.

Future Chefs of America

Under the watchful eye of the instructor, each chef took his place behind the table to learn the day's lesson. After a brief lecture they proceeded to prepare culinary treats. Working in silence, they paused only to ask a question or clarify an ingredient. When they were done, they looked proudly at their masterpieces.

Master chefs at world famous restaurants? Almost, but not yet. These chefs are between the ages of three and eight, and they take part in a unique program called the Tiny Chefs. Run by the Montgomery County Department of Recreation in Maryland, the course is designed to teach children how to cook — perhaps the answer to a dream for every working mother.

Melinda Kessler, course instructor, has been teaching children the wonders of the kitchen for six years. She is a former elementary school teacher — with an abundance of patience — who realized early in her career that something between herself and children really works.

Appearing recently on the Charlie Rose Show, a syndicated talk show broadcast to 38 affiliate stations across the country by NBC-TV, Kessler explained how the Tiny Chefs program works.

In white aprons and chef hats...

"The children wear white aprons and chef hats; like real chefs, they are being taught a skill," she said. The children learn the basics of cooking, like measuring, mixing, cutting and shaping. They also learn the meaning and uses of several different ingredients and cooking terms, like yeast and baking. "I stress the nutritional value of each recipe that is prepared. I want the children to understand that good wholesome food is better than candy."

One of the dishes the children learn to prepare is called the tiny cone. The cones consist of cottage cheese, lettuce, raisins and cherries. "The children enjoy it," says Kessler, "just as much as ice cream." Other recipes prepared include tiny pretzels, tiny pizzas, and tiny tuna boats and salads.

"This is a fun course. That's what makes it so successful," explained Kessler. Apparently, all the parents agree. "They are always asking for recipes. They find the whole program quite a challenge," she said.

Part of the family unit...

"My daughter loves to go into the kitchen and prepare her own breakfast. It makes her feel very independent," explained one parent. Another parent said, "My children have become very adept at what they have learned. They feel more a part of the family unit when they can contribute to the mealtime preparation."

What about sexual stereotypes? According to Kessler, they don't exist in her class. "Boys enjoy the program as much as girls." One father enthusiastically said, "It gives my son a sense of accomplishment and pride. I would never discourage his participation in this class. He looks forward to it every week. It's just as important as any other skill he will ever learn."

Gourmet kids ready to cook...

After the children graduate from the Tiny Chefs program, they can enroll in the next course, Tiny Gourmets, also taught by Kessler. "This course is basically a continuation except we go into a little more detail. Most of the children return for the Tiny Gourmet course," she said.

What do the children think about all this? One little boy gave a succinct explanation of his feelings when he said, "My favorite part of the whole course is eating the food after we cook it."

The restaurant industry has a lot to look forward to if programs, such as the Tiny Chefs and the Tiny Gourmets, are continued. Anyone interested in a program like this should contact the Montgomery County Recreation Department in Maryland at (301) 468-4050.

FOODSERVICE TRENDS

Franchise restaurant sales total $28 billion in 1980

Franchising, as a method of distribution, has become a significant part of the U.S. economy, comprising numerous categories of commercial businesses. Franchise restaurants are an important part of this system, accounting for eight percent of total franchise sales and 13.6 percent of franchise establishments during 1980 in the U.S.

An annual survey tracking the franchise industry is conducted by the Bureau of Industrial Economics of the U.S. Department of Commerce and is the only study of its kind in the country. In 1980, 1,584 business-format franchisors completed questionnaires which represent 99 percent of franchise sales and establishments in the U.S. Results from this survey are compiled in the Department of Commerce publication, Franchising in the Economy, 1980–82.

Franchise restaurants recorded sales of $27.8 billion in 1980, according to a report recently released by the Department of Commerce, *Franchising in the Economy, 1980–1982.* Published annually, this survey of franchisors provides an important overview of the franchise restaurant business. The current findings encompass data on 425 franchise restaurant companies, which operate 59,959 company-owned and franchisee-owned units.

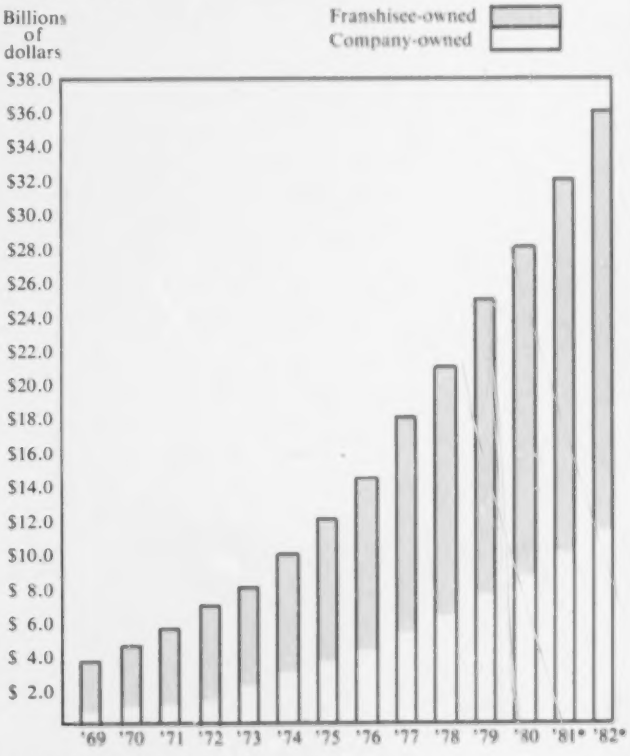
In 1980, 58 new companies began franchising while 32 firms either abandoned franchising or went out of business — a net gain of 26 new firms. Franchise restaurants — both company-owned and franchisee-owned — represent a very important segment of the commercial restaurant industry, accounting for 41 percent of eating place sales in 1980, up from 39.7 percent in 1979 and 26 percent in 1972.

Sales growth for franchise restaurant firms slowed somewhat in 1980, probably the result of declining customer counts and the recession. Sales advanced 12.5 percent in 1980, compared with a stronger 17.4 percent gain in 1979. Unit expansion also slowed considerably in 1980 — up only 1.7 percent from the year earlier. This slower growth is due primarily to record high interest rates which forced many companies to curtail their expansion plans. The moderate increase in the number of establishments may also have been a factor contributing to the slower sales growth recorded by franchise restaurants.

Estimates for 1981 and 1982 indicate franchise operators expect sales to increase faster than in 1980 — up 13.3 percent and 15.6 percent, respectively. They also project the number of units will increase at a faster rate, up six percent in 1981 and 8.8 percent in 1982.*

Sales gains for company-owned units outpaced those for franchisee-owned outlets in 1980, however, operators expect

Table 1
Franchise restaurant sales 1969-1982



*1981 and 1982 sales estimated by respondents.
Source: U.S. Department of Commerce, Service Industries Division, Franchising in the Economy, 1980-1982.

*Readers should note these estimates are representative of the 425 franchise firms surveyed in the most recent Department of Commerce study and do not include any new or established firms that may have decided to begin franchising in 1980 and any present firms going out of business or abandoning the franchise system.

a reversal of this trend in 1981 and 1982. Sales at company-owned units rose 13 percent in 1980 to a total of $9.1 billion, and sales for franchisee-owned units rose 12.3 percent to $18.7 billion. Franchisors project sales at company-owned units will rise 12.6 percent in 1981, compared with a somewhat faster gain of 13.6 percent predicted for franchisee-owned units.

Although the number of company-owned establishments also rose at a faster rate than franchisee-owned outlets in 1980 — 5.6 percent versus 0.2 percent — respondents expect franchisee-owned units will increase faster than company-owned units in 1981 and 1982.

The largest franchising firms continue to occupy a prominent place in the franchise restaurant industry. In 1980, 14 companies had more than 1,000 units, unchanged from the previous year but twice the total number of firms in this category since 1976. The number of firms in the second tier — 501-1000 units — totaled eight in 1980, also unchanged from the prior year.

Sales for the large multi-unit firms were $16.6 billion in 1980, or 59.5 percent of total franchise restaurant sales. In addition, they accounted for almost 55 percent of total franchise restaurant establishments.

The majority of franchise firms, however, are relatively small. In 1980, 72 percent of the franchise restaurant companies had 50 or fewer outlets and accounted for only eight percent of total franchise restaurant sales.

Franchise restaurant firms continue to recognize the importance of offering customer amenities, such as waiter/waitress service or self-service and drive-in facilities, in order to compete with other restaurants. While most firms offer one type of service, 20 franchisors offer both types, but one clearly predominates, as shown in Table 2 in this article.

The number of franchise firms offering self-service or drive-in facilities totaled 264 in 1980, compared with 252 in 1979. This type of service is found most frequently at the more traditional fast food chains offering chicken, hamburgers, fish and other types of sandwiches.

The number of franchise firms offering waiter/waitress service totaled 161 in 1980 compared with 147 in the prior year. The largest number of firms offering table service are the steak/full-menu category. Eighty-three of these companies offered waiter/waitress service in 1980. Both types of service are common at pizza franchise establishments, with 48 firms offering predominately self-service or drive-in facilities and 35 companies offering waiter/waitress service. Pancake franchise restaurants, in contrast, offer waiter/waitress service only.

Table 2
Principal type of service provided by franchise restaurant chains 1979–1980

	Self-service drive-in and drive-thru		Waiter or waitress service	
Major activity	**1979**	**1980**	**1979**	**1980**
Chicken	30	32	2	3
Hamburgers, etc.	104	103	8	7
Pizza	42	48	31	35
Mexican	18	23	10	9
Seafood	8	8	3	4
Pancakes, waffles	0	0	16	17
Steak, full menu	20	19	74	83
Sandwich and other	30	31	3	3
Total	**252**	**264**	**147**	**161**

Note: This information represents the primary type of service offered, and it is expressed as the number of firms offering the service.

Source: U.S. Department of Commerce, Service Industries Division, Franchising in the Economy, 1980–1982

Hamburger firms continue to dominate...

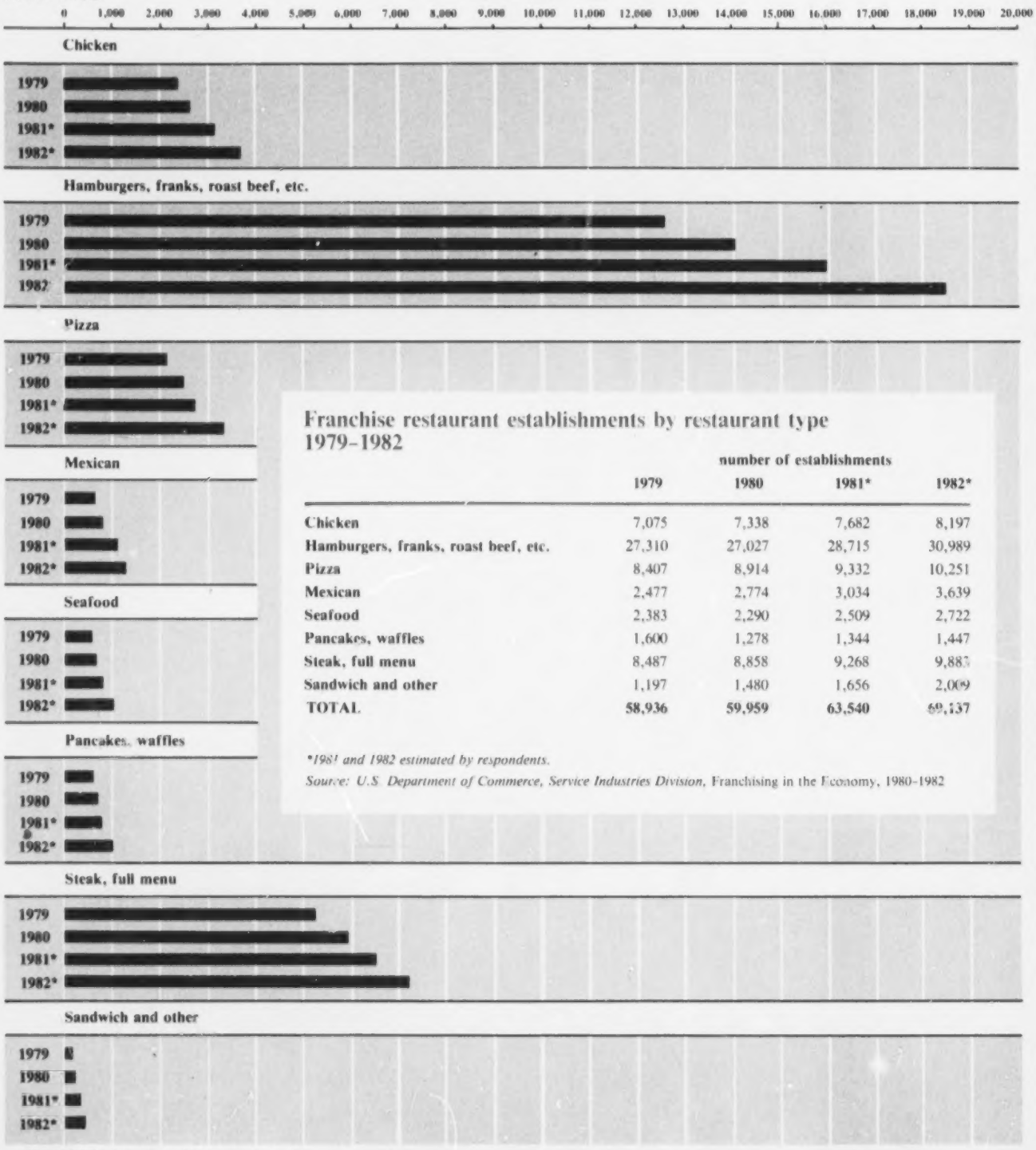
"Hamburger, frank and roast beef, etc." firms, which include several of the industry giants, continue to dominate the franchise sector of the restaurant industry, according to the Department of Commerce study. In 1980, they accounted for 50 percent of franchise restaurant sales and 45 percent of the establishments — down slightly from 51 percent and 46 percent, respectively, in 1979.

The $14 billion in sales for these franchise firms in 1980 represents almost 21 percent of total eating place sales, further indicating their importance to the foodservice industry. Sales growth slowed at hamburger, frank and roast beef establishments in 1980, however, increasing 10.1 percent, compared with a much stronger advance of 17.3 percent in 1979.

Hamburger franchisors predict sales will increase at a faster rate in 1981 and 1982 as the economy improves and the rate of inflation slows. They forecast gains of 14.1 percent in 1981 and 15.6 percent in 1982.

Company-owned unit sales were up 11.3 percent in 1980, while sales at franchisee-owned outlets increased at a somewhat slower 9.7 percent rate. The number of franchisee-owned units declined 2.2 percent in 1980. This drop in units may account for the slower rise in sales. Respondents fore-

Franchise restaurant sales by restaurant type 1979–1982



*1981 and 1982 sales estimated by respondents.

Source: U.S. Department of Commerce, Service Industries Division, Franchising in the Economy, 1980–1982

Franchise restaurant establishments by restaurant type 1979–1982

	number of establishments			
	1979	1980	1981*	1982*
Chicken	7,075	7,338	7,682	8,197
Hamburgers, franks, roast beef, etc.	27,310	27,027	28,715	30,989
Pizza	8,407	8,914	9,332	10,251
Mexican	2,477	2,774	3,034	3,639
Seafood	2,383	2,290	2,509	2,722
Pancakes, waffles	1,600	1,278	1,344	1,447
Steak, full menu	8,487	8,858	9,268	9,883
Sandwich and other	1,197	1,480	1,656	2,009
TOTAL	58,936	59,959	63,540	69,137

*1981 and 1982 estimated by respondents.

Source: U.S. Department of Commerce, Service Industries Division, Franchising in the Economy, 1980–1982

cast sales at franchisee-owned units to increase at a faster rate than company-owned units in 1981 and 1982, however.

Number of pizza franchise firms increases by 10...

The number of pizza franchise firms increased by 10 in 1980, bringing the total to 83. Sales at these franchise establishments totaled $2.4 billion in 1980 — a 14.6 percent increase from the year earlier. This gain compares to a much stronger advance of 23.4 percent in 1979. Unit expansion slowed somewhat in 1980, increasing only six percent. Franchisors estimate sales will rise 13.2 percent in 1981 and an even faster increase of 19.6 percent in 1982.

Mexican food franchise sales total $878 million...

Sales totaled $878 million for Mexican food franchise restaurants in 1980 — up 26.5 percent over 1979 and well above the 8.1 percent advance franchisors had predicted for 1980 in last year's survey. Four new franchise firms entered this category in 1980 for a total of 32. This increase most likely contributed to the strong sales gains. The number of units totaled 2,774 in 1980 up 12.0 percent from 2,477 in the previous year. This strong rise, combined with the increasing popularity of ethnic foods, also resulted in better than expected sales performance. Franchisors predict sales growth will slow somewhat in 1981 — up 16.6 percent — but will experience a more rapid gain in 1982 — up 23.8 percent.

Sales rose faster at franchisee-owned establishments than at company-owned units in 1980 — 30 percent versus 22.4 percent. Franchise operators expected sales at company-owned units to increase 19.3 percent in 1981, compared with a 14.4 percent gain for franchisee-owned outlets.

Chicken franchise sales up 21 percent...

Chicken franchise sales increased 21.1 percent in 1980, considerably faster than the year earlier advance of 11 percent. The number of franchise firms in this category increased by three in 1980, contributing to its strong performance in the marketplace. Respondents forecast sales to increase in 1981 and 1982 but at slower rates of 13.8 percent and 17 percent, respectively.

Chicken franchise restaurants totaled 7,338 in 1980 — up 3.7 percent from 7,075 in 1979. Franchisors predict the number of units will expand at a faster rate of 4.7 percent in 1981 and 6.7 percent in 1982.

Seafood franchise sales total $786 million...

Seafood franchise sales totaled $786 million in 1980 — a gain of only 1.6 percent from the year earlier. This modest increase follows a strong advance of 37 percent in 1979.

The number of establishments declined 3.9 percent to 2,290 in 1980, contributing to the poor sales performance. Franchise operators expect sales to increase at a more rapid rate of 18 percent in 1981 and 15.3 percent in 1982. They also predict the number of outlets will rise faster than in 1980 — up 9.6 percent and 8.5 percent in 1981 and 1982, respectively.

Steak/full-menu franchise firms increase by eight...

The number of firms in the steak/full menu category totaled 102 in 1980 — an increase of eight from the previous year. This category has experienced considerable growth over the past several years with the number of firms rising by eight in 1979, seven in 1978 and nine in 1976. Sales growth for these franchise restaurants slowed somewhat in 1980 — advancing 13.6 percent versus a 15.3 percent gain in 1979. Operators expect sales will continue to rise but at a slower rate of 9.9 percent in 1981 and 11.5 percent in 1982.

The number of establishments in this category totaled 8,858 in 1980 — up 4.4 percent from 8,487 in 1979. Unit expansion is forecast at 4.6 percent in 1981 and at a somewhat faster rate of 6.6 percent in 1982.

Pancake franchise sales rise eight percent...

Pancake franchise firms reported sales increased eight percent in 1980, following a strong advance of almost 21 percent in the prior year. The number of establishments fell 20 percent to 1,278 in 1980, contributing to the slow sales growth. Seventeen franchise firms in this category were in operation in 1980, compared with 16 in 1979. Franchisors predict sales will rise faster in 1981 and 1982 than in 1980 — up 12.1 percent and 15.1 percent, respectively. They also expect the number of outlets to advance 5.2 percent in 1981 and 7.7 percent in 1982.

Sandwich franchise restaurants post strongest sales gain...

Sandwich and other franchise restaurants posted sales growth of almost 29 percent in 1980 which represents the strongest increase for any category. The number of units advanced 23.6 percent to 1,480 in 1980 and probably contributed to the strong sales gain.

This category includes many new firms that have recently begun franchising and offer more healthful menus, such as yogurt, salads and specialty sandwiches. As consumers become more interested in the relationship between diet and health, they help strengthen sales in this category.

Franchise operators expect other sandwich restaurant sales to increase at a 19.2 percent rate in 1981 and 27 percent in 1982.

Sales at company-owned units advanced faster than at franchisee-owned units in 1980 — 46.4 percent versus 26 percent, respectively. Respondents expect sales at company-owned units will continue to outpace those for franchisee-owned units in 1981 and 1982.

Franchise ice cream stores and donut shops experience strong sales growth in 1980

Franchise ice cream stores and donut shop sales totaled almost $1.4 billion in 1980, making them an important segment of the foodservice industry. These establishments are classified as "food retailers other than convenience stores," according to the recent U.S. Department of Commerce study *Franchising in the Economy, 1980-1982*. Their sales are not included in the $27.8 billion recorded by franchise restaurants in 1980. If they were included, franchise restaurant sales would total $29.2 billion, accounting for 43 percent of eating place sales.

Franchise ice cream store sales up 15.8 percent...

Sales for franchise ice cream stores reached $693 million in 1980, an increase of 15.8 percent over 1979. This growth, which is considerably above the 6.4 percent rate experienced in the previous year, can be attributed to the 16.2 percent increase in sales for franchisee-owned units. However, survey respondents forecast a somewhat slower sales growth of 12.2 percent in 1981 and 13 percent in 1982.

Sales for franchisee-owned units advanced 16.2 percent in 1980, compared with a 4.3 percent gain for company-owned outlets. Franchisors expect this trend will continue in 1981 and 1982 with sales for franchisee-owned units rising 12.4 percent and 13.2 percent. This compares with considerably smaller gains of 3.5 percent and 7.6 percent projected for company-owned ice cream stores in 1981 and 1982.

Franchise operators also predict the number of franchisee-owned units will rise at a faster rate than company-owned establishments in 1981 and 1982. They estimate the number of company-owned units will decline almost 31 percent in 1981 but will rise 4.7 percent in 1982. This compares with a projected increase of 6.4 percent and 7.9 percent for franchisee-owned outlets in 1981 and 1982, respectively.

Franchise donut shop sales total $688 million...

Franchise donut shop sales totaled $688 million in 1980 — an increase of 23.9 percent over 1979. This rate of sales growth is considerably faster than the eight percent advance experienced in 1979 and the 8.5 percent gain franchisors had predicted for 1980 in last year's survey. The better than expected performance can be attributed to rapid sales gains at both company-owned and franchisee-owned establishments. In addition, the number of franchise donut shops increased 12 percent in 1980, contributing to the above average sales rise.

Sales for company-owned units rose almost 34 percent in 1980 while sales at franchisee-owned outlets were up 23 percent. Respondents believe this trend will continue in 1981 and 1982, with sales at company-owned establishments rising 35 percent and 13.1 percent, compared with advances of 16.5 percent and 13 percent for franchisee-owned outlets.

Table 1

Ice cream store and donut shop sales and establishments 1978-1982*

	ICE CREAM STORES	
	sales (000)	establishments
1978	$562,424	5,960
1979	598,509	5,355
1980	693,246	5,516
1981*	777,508	5,814
1982*	878,595	6,268
	DONUT SHOPS	
	sales (000)	establishments
1978	$514,014	2,244
1979	555,058	2,317
1980	687,853	2,596
1981*	813,530	2,771
1982*	919,679	2,972

**1981 and 1982 estimated by respondents*

Source: U.S. Department of Commerce, Service Industries Division, Franchising in the Economy, 1980-1982.

International restaurant franchising increases

Restaurants are one of the largest categories of U.S. franchisors in foreign countries, according to a recent Department of Commerce study entitled *Franchising in the Economy, 1980-1982*. Foreign markets continue to offer potential to U.S. franchise restaurants despite high labor and real estate costs, as well as consumer resistance. In 1980, 57 restaurant franchisors operated 3,943 units throughout the world. This compares with 55 firms operating 3,932 outlets in foreign countries in 1979.

Further expansion into foreign markets is a key goal of many franchise restaurant firms. Thirty-three companies indicated they plan to extend their operations to foreign markets by 1983. Canada was the largest market for U.S. restaurant franchisors in 1980 with a total of 1,227 units, followed by Japan with 934, the United Kingdom with 511 and continental Europe with 249 outlets.

Hamburger firms dominate foreign franchising...

Hamburger firms dominate restaurant franchising in foreign countries. In 1980, 15 hamburger firms operated 1,887 establishments, or 48 percent of total franchise restaurants in foreign markets. This compares with 14 companies operating 2,006 outlets in 1979.

Canada provided the largest market for hamburger franchise firms in 1980 with 869 establishments — a decline of eight percent from 945 in 1979. This drop may be the result of franchisors going out of business or curtailing their operations in this country during 1980. Asian countries, excluding Japan, experienced the largest increase in the number of hamburger units in 1980 — with a total of 89 compared to 58 in 1979.

Franchise chicken restaurants increase...

The number of chicken franchise establishments totaled 1,299 in foreign countries in 1980, an increase of nearly 11 percent from 1,171 in 1979. However, the number of franchise firms in this category fell to six in 1980 from eight in 1979.

Japan was the largest market for chicken franchisors in 1980 with a total of 319 units — up 23.6 percent from 258 in the prior year. The United Kingdom follows with 304 establishments. Continental Europe experienced the most rapid growth in the number of chicken franchise restaurants in 1980 with a total of 45 — up from 28 in 1979.

Number of steak/full-menu franchise establishments up...

The number of steak/full-menu franchise establishments in foreign countries increased from 323 in 1979 to 395 in 1980 — a gain of 22 percent. There were 14 franchise firms in this category in 1980 compared with 15 in 1979.

Canada had the largest number of units in this franchise group in 1980 with a total of 189 — up eight percent from 175 units in 1979. Japan provided a growing market for these franchise restaurants in 1980 with the number of units totaling 164 versus 111 in 1979.

Number of pizza franchise outlets fall...

The number of pizza franchise outlets in foreign countries totaled 263 in 1980 — a decline of 8.7 percent from 288 in the prior year. Much of this decrease can be attributed to a drop in the number of establishments operated in Canada. Franchise pizza restaurants totaled 18 in 1980 — down from 50 in 1979. This drop is probably the result of franchisors going out of business or curtailing their operations in this country in 1980.

Australia — with 94 establishments — had the largest number of pizza outlets operated in a foreign country during 1980. Ranking second is Japan with 48 units. Asian countries, excluding Japan, experienced the strongest growth in unit expansion in 1980 as the number of establishments rose to 47 from 37 in 1979.

Mexican food franchise restaurants experience rapid growth...

Mexican franchise restaurants experienced relatively rapid growth in unit expansion in 1980. The number of foreign outlets totaled 24 — up from four in 1979. One new franchise firm entered this category in 1980 — most likely contributing to this large gain.

Unit expansion of Mexican food franchisors was the strongest in Caribbean countries, where the number of establishments rose to 20 in 1980 from two in 1979. The number of franchise Mexican food outlets in Canada totaled two in 1980 while Australia and other Asian countries had one each.

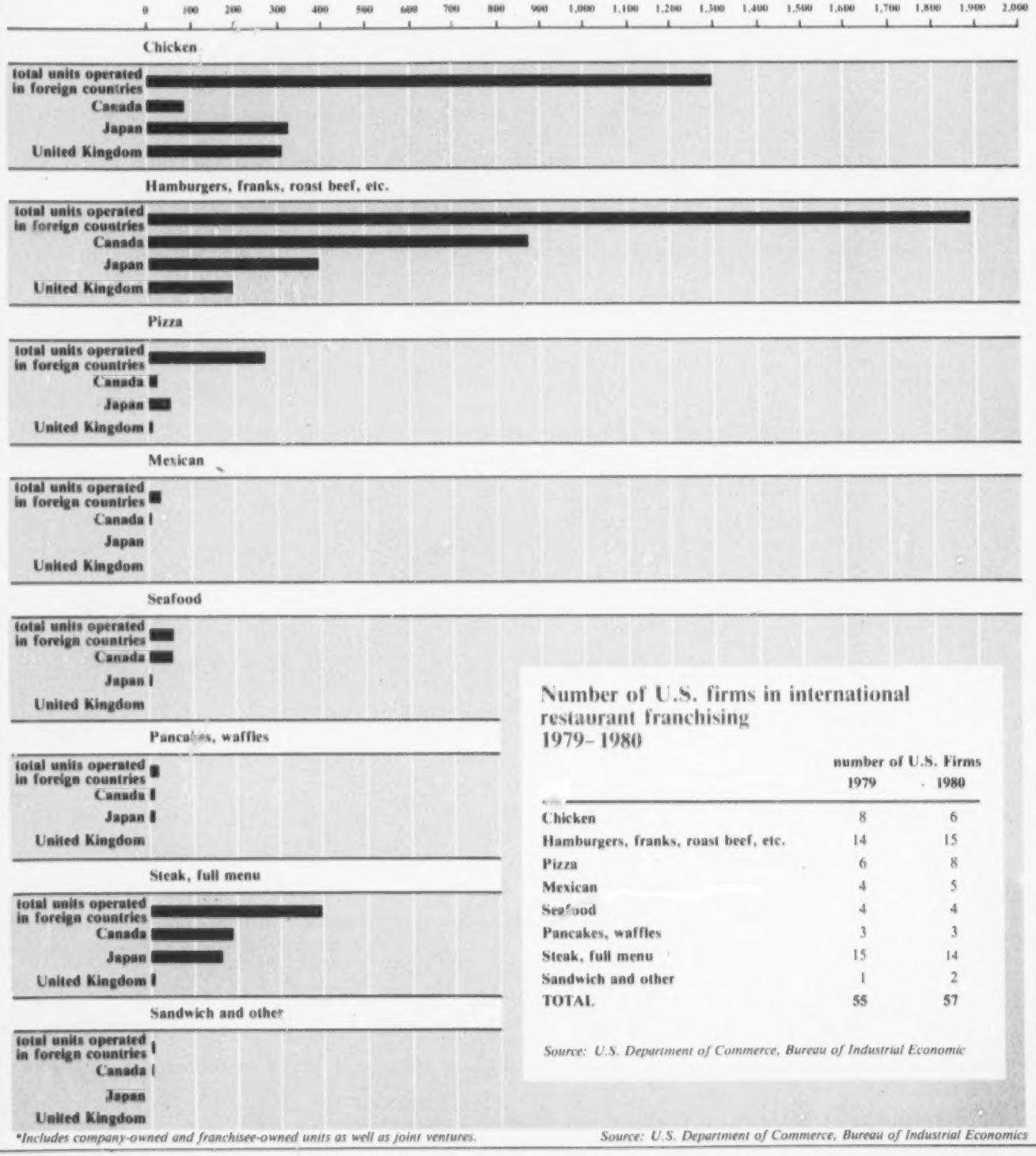
Number of seafood establishments declines...

Franchise seafood establishments in foreign countries totaled 57 in 1980 — a considerable decline from 126 in 1979. Most of this decrease can be attributed to the drop in the number of units in Canada where 53 franchise seafood restaurants were operated — down considerably from 123 in the prior year. One major firm curtailed franchise operations in this country in 1980, accounting for much of this decline.

Pancake franchise units total 16...

The number of pancake franchise units in foreign countries totaled 16 in 1980 — up from 13 in the prior year. Japan provided the largest market for pancake franchisors in 1980 with eight units. Canada followed with seven outlets, and Asian countries other than Japan had only one unit in operation.

Number of establishments* and locations of franchise restaurants in select foreign markets in 1980



*Includes company-owned and franchisee-owned units as well as joint ventures.

Source: U.S. Department of Commerce, Bureau of Industrial Economics

Number of U.S. firms in international restaurant franchising 1979–1980

	number of U.S. Firms 1979	1980
Chicken	8	6
Hamburgers, franks, roast beef, etc.	14	15
Pizza	6	8
Mexican	4	5
Seafood	4	4
Pancakes, waffles	3	3
Steak, full menu	15	14
Sandwich and other	1	2
TOTAL	55	57

Source: U.S. Department of Commerce, Bureau of Industrial Economic

Market research group discusses new product development techniques

Members of the National Restaurant Association's Market Research Group met in New Orleans last fall to discuss research techniques for menu expansion and new product development. Industry experts presented their views on procedures for developing, testing and introducing new products. Speakers included Sidney Solum, Custom Research, Inc.; Howard Gibson, New Product Insights; Charles Schultz, Elrich & Lavidge, Inc.; Leonard Resnicoff, Guideline Research Corporation; John Lyon, Taco Bell and Ray Dabbah, Marriott Corporation.

Idea generation and testing — important first steps...

The first step in developing any new product is to generate as many ideas as possible. Let a free thinking process take control. No ideas should be automatically discarded. Only after a list of possible new product ideas has been compiled, is it time to begin to study the validity of each idea or concept.

Concept testing provides restaurateurs with information which can be used to evaluate consumer acceptance of new products before a large investment is made. After consumer reactions to a new product idea are studied, predictions can be made about

- probable buyers
- characteristics of buyers
- purchase appeals and deterrents and
- anticipated usage.

The market potential should then be analyzed. A product's ability to generate sales and profits, as well as the company's ability to develop and introduce the product, must be evaluated.

Determining how new product concepts should be presented to consumers can be difficult because a product can be presented in different ways. New menu items can be described by using written statements covering the types of foods that are included, method of preparation and features relating to taste, appearance and smell. In addition, food items can be portrayed in photos, rough advertisements or posters and possibly even by a rough television commercial.

Testing concepts...

The method of presentation depends on the type of material available, budget constraints and the overall risk involved in marketing the product. For tests to be valid, restaurateurs should remember that extreme care must be exercised in conveying the concept clearly and accurately to prospective buyers.

The concept test should include information on

- who is offering the new item
- how much it will cost and
- a description of the item and its major selling points.

The next step is to show the concept presentation to consumers and question them about their reactions. Personal interviews, although sometimes expensive, are a good way to test such reactions. Focus groups, during which a trained interviewer leads a discussion about the new product among a small group of consumers, will also provide valid results.

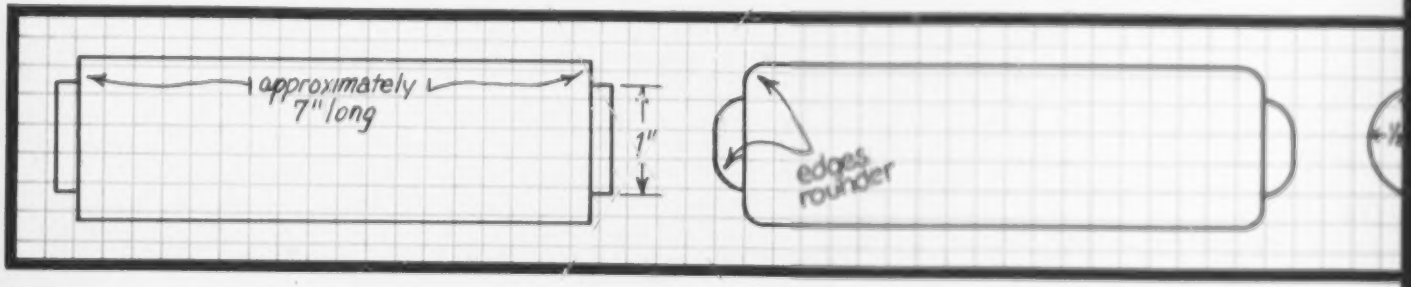
Use broad sample for survey...

Concept testing interviews involving new menu items are best conducted in high-traffic areas where a large number of people can be interviewed. Shopping malls are a good location for interviewing large numbers of customers. A large sample — 200 to 300 people — is best when testing a new menu concept. The larger the interview group, the easier it will be to categorize people into different demographic or market segments.

Restaurateurs should naturally try to include their customers when testing new concepts because they rely on these people for a significant portion of their business. Non-customers should not be ignored, however, since they represent potential business.

Questions to be asked when testing new concepts include

- the likelihood of buying the product
- the degree of interest in the product
- the features of the product which are appealing or unattractive to consumers
- the occasions on which the product would be purchased and
- family and personal characteristics of those interviewed.



The last step involved in the concept testing phase of new product development involves interpreting and analyzing the research data. Analysis includes tallying the responses and comparing the findings for different groups of consumers. Interpretation of the results can be difficult. They must be evaluated in light of an operator's experience in the foodservice business. The ultimate findings in concept testing should provide

- probable trial levels among potential purchasers
- characteristics of probable buyers
- features of the product that are likely to stimulate purchase
- factors that are likely to deter consumers from purchasing the product and
- anticipated usage habits.

Taste testing important in developing new menu items. . .

Taste testing is an important aspect in developing new menu items because one cannot always predict the whims and idiosyncrasies of consumers. The manner in which taste research is conducted depends on the situation: Is the menu item new? Is it a variation of an existing one? Is an operator trying to determine how an existing item fits into his overall menu offerings? Initially, operators must define what they are trying to do and then decide on the appropriate research technique.

Many types of research techniques for taste testing exist. These include

- Monadic — interested only in evaluating a product on its own
- Triangle — interested in determining if consumers can perceive a difference between two products
- Paired comparison — interested in seeing if you can force a preference between two products
- Sequential monadic — interested in testing a product on its own and determining consumer preference between two products
- Comparative monadic — interested in individually evaluating a number of alternatives which are related and also evaluating the alternatives in context with the others
- Product optimization — gathering data from consumers to use in mathematical models to help redesign products.

Be a realist in testing. . .

No matter which technique an operator chooses, the actual taste test should mirror real life situations.

Restaurateurs should use a natural environment when conducting a taste test since this helps to eliminate biases on the part of the consumer. If operators do not wish participants to know who is sponsoring the research, they should conduct a blind taste test away from their own establishment.

Pricing strategy. . .

When operators research price strategy for a particular menu item, they need to consider

- the overall product life cycle
- the cost to change the price of the product in the future and
- volatility of prices for the primary commodities that make up the new product.

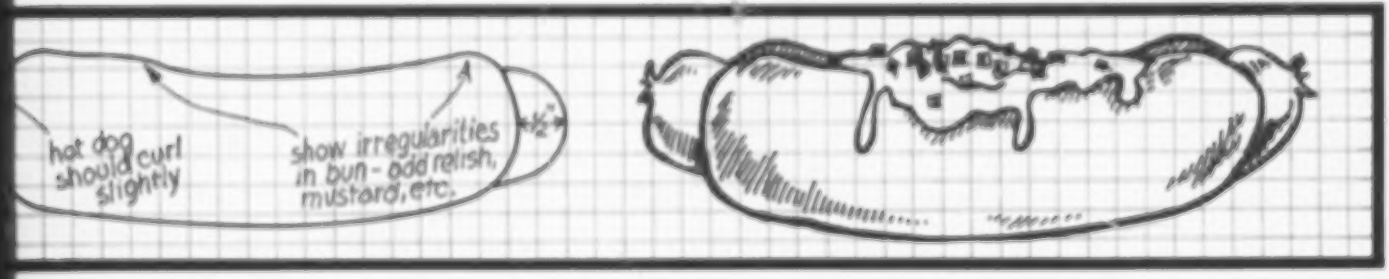
When restaurateurs begin researching consumer attitudes and behavior to a new product's price, they may find that consumers do not react to pricing in a strictly mathematical way. Consumers tend to simplify pricing information by ignoring end figures. They tend to think of and remember prices in terms of key round numbers. For example, consumers generally perceive a menu item priced at $6.95 to be a better value than one priced at $7.00.

Remember ingredients, time and effort when pricing. . .

Analysis of the cost of all ingredients in a new menu item should be done prior to setting a price for the item. Also included in this analysis should be the labor costs associated with preparing the menu item. In addition, it would be useful to develop 12-month forecasts for food and labor costs to help avoid having to alter the price of an item shortly after it is introduced.

Research into what the competition is offering and the price of similar products can also be valuable in setting the price for a new menu item. Questions to be answered include

- How many competitors offer similar menu items?



- How much do they charge for the item?
- How much diversity is there among the competitors' products that could account for the price differences?

Follow-up research should be an integral part of the new product development process. The goal of this research is to determine if the new product has met its objectives. During this process the operator will want to measure the menu item's actual performance against its expected performance prior to introduction.

Restaurateurs should establish a sales monitor to track dollar sales. In addition, information on such marketing activities as advertising, pricing and what the competition is doing should be noted. Finally, information is needed on the product itself to determine whether or not it is what it is said to be. The restaurateur should not assume that all things dealing with the introduction of the item have been done the way they should be. As a result, a careful evaluation of all aspects of a new product's introduction should be done.

If the operator finds that the new product is not meeting expectations based on the follow-up research, changes can be made in pricing or advertising, which may aid the product in attaining its objectives. Without such research, a restaurateur may never know why a new menu item is failing to meet expectations and what can be done to help it become more successful.

Ways to "foul-up" concept testing...

- allocate almost all funds to technical product refinement, development of packaging, advertising and promotional plans and test marketing
- design test to pick the best concept
- confine concept testing efforts to only focus group interviews
- confine concept testing to a small sample because it is less costly
- present concept through descriptive statements only without thought to selling concept
- use standard go/no go criteria for proceeding or not proceeding with new product development and
- not rely on other considerations, such as own judgment and experience when selecting concepts for development.

Correction...

The chart on page 29 in the January 1982 Foodservice Trends section of NRA News *incorrectly states the percent of occasions on which fish or seafood was ordered at dinner houses. The correct figure is 24.9 percent, not 13.6 percent as shown in the chart. The written analysis on page 28 correctly states that fish or seafood was ordered on almost 25 percent of the occasions.*

NRA's food cost index up 3 percent in 1981

Wholesale food costs for restaurant operators rose at a single digit rate in 1981 for the second consecutive year. NRA's food cost index increased three percent in 1981, following a five percent gain in 1980. Lower prices for flour and cereal, beef and veal, other meats, sugar, sweets and beverages held down wholesale food prices for restaurant operators in 1981. Overall wholesale food costs also rose at a similar rate of 3.1 percent in 1981, according to the Bureau of Labor Statistics' *All Food, Producer Price Index*.

USDA expects wholesale food prices to continue to moderate in 1982, due, in part, to the current recession. The impact of the recent cold weather is not expected to affect severely supplies of beef, pork, poultry and eggs. However, because of freeze damage sustained by Florida crops, higher prices can be expected during the winter and spring months for frozen orange concentrate, fresh oranges and vegetables, such as lettuce, tomatoes, green peppers, celery, carrots and corn.

Fruits and vegetables — Prices for Florida citrus and vegetable crops are expected to increase as a result of the recent freeze. Higher prices have been reported for frozen orange concentrate, fresh oranges and vegetables, such as lettuce, tomatoes, green peppers, cauliflower and corn in the week following the freeze. Early reports indicate 84 percent of the orange crop had internal ice damage, and, according to USDA economist Ben Huang, this year's freeze may be more severe than 1981's because it covers a wider region. Prices for Florida oranges increased significantly following the January 1981 freeze, rising 57 percent in February from the month earlier. They continued higher throughout most of the year due to freeze-damaged crops.

Prices for frozen orange concentrate will continue to rise, however, availability should not be a problem since Brazil has a large inventory ready for export. Prices for fresh oranges were expected to be above year-earlier levels in 1982 because of a smaller crop. Tighter supplies and higher prices can also be expected for fresh vegetables due to a decrease in planted acreage as well as freeze damage to Florida crops.

Beef — The recent cold weather has caused some beef production problems. Transporting beef from one area to another had been difficult, but USDA expects this will not have a significant impact on overall output. Cold weather reduces the efficiency of livestock weight gains, but the current high level of production and abundant supplies of beef will offset this production problem.

USDA projects beef output will total 5.6 billion pounds in

the first quarter of 1982, unchanged from a year ago and will increase one percent in the April-June quarter from the same three months in 1981. Feedlot placements in the first quarter of 1982 are expected to be well above the previous quarter's level. However, they are expected to rise only slightly in the spring quarter from the large level in the same three-month period in 1981. Non-grain-fed cattle and heifer slaughter is expected to be above year-earlier levels in the first quarter of 1982, however, USDA projects slaughter will decline in the spring quarter from the same period a year ago.

Prices for choice steers at Omaha are expected to average $65 per hundredweight in the January-March quarter — up 4.8 percent from $61.99 in the prior year. Prices will average $66 per hundredweight in the second quarter of 1982 — unchanged from a year ago. The continuing strain on consumer budgets and large supplies of red meat will hold down beef price gains in the first half of 1982.

Broilers — The recent cold weather has resulted in only a temporary delay in processing and marketing broilers. USDA expects little or no effect, however, on overall broiler production since the cold wave is not damaging chicken flocks.

USDA estimates broiler production will rise two percent in the first half of 1982 from the same period in 1981. Producers are expected to experience unfavorable returns in the first half of 1982 and this, along with the weak economy, will hold output at the current level.

Prices are expected to average 46 cents per pound in the first quarter of 1982 — down 6.1 percent from 49 cents per pound a year ago. Broiler prices are projected to average 47 cents per pound in the second quarter — approximating the year-earlier level.

Pork — The impact of the cold weather on pork production will be minimal — causing only slight problems in transporting meat from one area to another. Pork production is expected to decline eight percent in the first quarter of 1982 from a year ago and will fall five percent in the second quarter, according to USDA estimates. Despite this decline in output, pork supplies continue to be relatively large.

Prices are forecast to average $46 per hundredweight in the first quarter of 1982, up 12.2 percent from $41 for the same period a year earlier. However, USDA expects prices will fall to $44 in the April-June quarter — approximating the year-earlier level.

Information in this article describes the food situation in late January 1982. Prices and supplies of many commodities can change rapidly, particularly when weather conditions are uncertain. For the latest information on food prices and supplies, contact NRA's research department in the Washington office at (202) 638-6100.

Percent change in wholesale commodity prices 1974–1981

Commodity	1974–1975	1975–1976	1976–1977	1977–1978	1978–1979	1979–1980	1980–1981
Bakery products	10.9%	0.7%	3.5%	7.8%	10.0%	11.7%	8.3%
Flour & cereal	−5.5	−8.9	−5.8	13.1	12.4	12.3	−7.0
Beef & veal	11.2	−11.5	1.0	28.4	24.7	3.2	−5.0
Other meats	27.5	−5.2	−4.4	16.7	−2.8	−2.7	7.6
Poultry & eggs	11.9	−4.1	0.1	8.1	0.7	1.0	2.4
Fish & shellfish	6.9	24.6	8.0	6.4	22.6	−3.2	1.8
Sugar & sweets	6.9	−21.2	−7.2	6.6	6.9	35.4	−2.9
Vegetables	−3.3	−4.7	4.2	6.0	2.0	7.5	22.6
Fruits & juices	9.1	0.8	12.0	17.6	8.7	4.2	4.1
Beverages	15.2	23.4	43.5	−8.6	0.8	0.8	−2.3
Dairy products	6.4	8.1	3.0	8.6	12.1	12.1	6.4
Fats & oils	−5.2	−18.3	14.0	6.1	6.4	6.4	2.1
NRA, Food cost index	**9.0%**	**−1.5%**	**5.8%**	**11.2%**	**12.2%**	**5.0%**	**3.0%**
All Food, Producer Price Index[1]	**6.5%**	**−3.8%**	**4.4%**	**10.5%**	**9.5%**	**8.0%**	**3.1%**

[1] *Includes all processed foods (except soft drinks, alcoholic beverages and animal feeds) plus eggs and fresh and dried fruits and vegetables.*

Sources: Producer Price Index, Bureau of Labor Statistics; NRA

Industry index

Sales at eating and drinking places increased 5.4 percent in December 1981 from the same month in the prior year and 9.7 percent for all 12 months of 1981. The increase in 1980 was only 8.8 percent.

Eating place sales advanced 8.8 percent in November from the same period in 1980 with a real growth — adjusted for inflation — of 0.8 percent. In the first 11 months of 1981, real sales growth for eating places was 1.4 percent. *NRA's 1981 Forecast* predicted eating places to experience a positive real growth of 1.0 percent in 1981 — the first increase in two years.

Menu prices (Consumer Price Index for food away from home) moderated somewhat in December — increasing 7.2 percent from the same month a year ago. In 1981, food away from home rose nine percent, compared with a somewhat faster gain of 9.9 percent in 1980.

Food at home has been rising at a slower rate than food away from home, according to the Bureau of Labor Statistics Consumer Price Index. Food at home rose only three percent in December from the same month a year ago. In 1981, food at home increased 7.3 percent, compared to a gain of eight percent in 1980.

Retail sales
(000,000)

	Dec. 1981	percent change vs. year ago	year-to-date sales 1981	percent change vs. year ago
All retailers	$105,929	5.1%	$1,044,648	9.2%
Eating & drinking places	7,916	5.4	95,047	9.7
Food stores	21,775	7.7	237,880	9.4

Source: Bureau of Census, unadjusted data; subject to revision

Eating place indicators
(000,000)

	Nov. 1981	percent change vs. year ago	year-to-date sales	percent change vs. year ago
Eating place sales	$6,793	8.8%	$77,027	10.5%
Real eating place sales (Nov.)	—	0.8%	—	1.4%

Sources: Bureau of Census, Bureau of Labor Statistics, NRA calculations; subject to revision

Consumer prices

	percent change vs. Dec. year ago	percent change 1981 to date vs. year ago	
Food at home	3.0%	7.3%	
Food away from home	7.2	9.0	
All items less food	9.9	10.9	

Source: Bureau of Labor Statistics

Employment and earnings

	Nov. 1981	per-cent change vs. year ago
Total employment	4,899,600 employees	3.5%
Non-supervisory employment	4,512,600 employees	3.4
Non-supervisory average hourly earnings	$4.00	6.7
Average weekly hours	25.9 hours	nc

Source: Bureau of Labor Statistics

TRENDSETTERS

Training programs evolve to meet needs of a new labor force

People change, and large foodservice operators are developing new training programs to suit their people. Operators are faced with more intelligent and demanding employees brought up in a generation of quick-fix television and slick promotional campaigns, where long-term progress is overshadowed by immediate results.

Foodservice training programs are responding to challenges offered by this new breed of employees. Sophisticated audiovisual presentations and incentive programs are being combined with participation workshops in which employees become the problem solvers to create successful training programs.

Considering today's rapidly rising costs, how can chain foodservice operations afford to spend thousands, and in some cases millions, of dollars on training progams?

According to Dave Raymond, director of human resources for Kentucky Fried Chicken, Louisville, KY, his company cannot afford not to. "Training," he said, "is a commitment and an investment. It is a strategy that reflects management's priorities as to where a business is going. And the time when training is most important is when a company is in a bad situation."

For Kentucky Fried Chicken that time was in 1977, when a national attitude and usage study revealed that store-level operation personnel were not performing at peak capacity.

Training programs resurrected...

"We did a 180-degree turn from what most corporations do. Instead of cancelling plans for all training programs, President Mike Miles resurrected everything," Raymond explained. "We got the go-ahead in February of 1977, and by August of that year we had our training center open."

The result was a multi-million dollar back-to-basics program dealing with all aspects of successful operation: management skills, employee selection and orientation, equipment maintenance, cooking procedures, customer service, training the trainer and sanitation.

"Our objective has always been to provide quality service," Raymond said. "With the right kind of training, we felt we could increase perceived value and ultimately increase sales and profits."

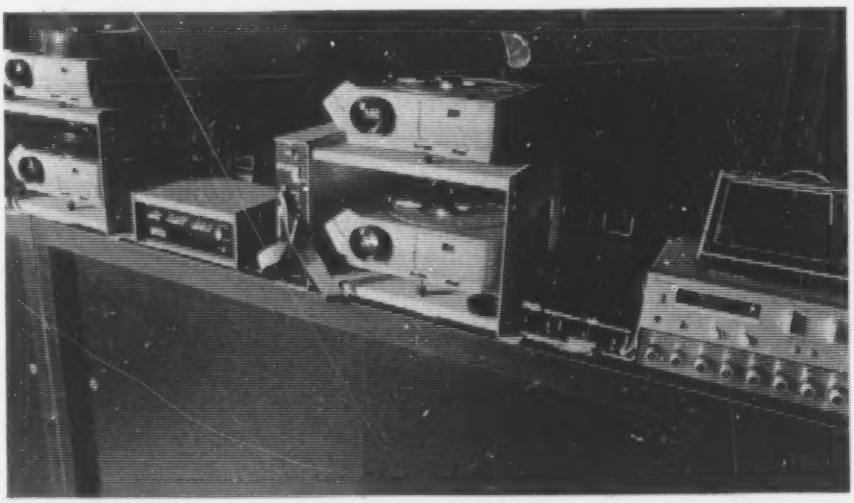
Kentucky Fried Chicken refers to its training for hourly employees as the STAR system — Store Training and Rating. The basic elements include a series of filmstrip/tape cassette lessons, corresponding instruction booklets and a confidential operations manual. Everything, including a Fairchild 410 projector, is conveniently packaged for use at the unit level.

The STAR program breaks operating categories into general information, food preparation and customer service. Twenty-four cartridges deal with nearly 100 specific subjects, ranging from suggestive selling to breading table setup.

Workers are awarded the STAR pin when they master all the lessons needed to do their job effectively. Motivated employees can go on to become ALL-STARS by completing a comprehensive list of tasks on KFC's skill chart, giving them background in both front and back-of-the-house operations.

"ALL-STAR pins become prized possessions. They provide terrific incentive to grow and excel," Raymond explained.

"Training has to be visible in order to be recognized and appreciated," he stressed. "Tell people they're being trained. Use benchmarks, evaluations and rewards. Show them what they need to learn and how they will be able



Many corporate education programs use sophisticated audiovisual aids. This is from Pizza Huts Regional Training Center.

Training at Carl Karcher Enterprises in California is viewed as an investment in the future.

to do it. The STAR system works because it gives employees something to strive for."

Tracking educational progress...

Employees at Whataburger, Corpus Christi, TX, are also able to track their progress by referring to a skills chart which breaks down all the jobs within the restaurant. According to Training Director John Williams, workers can easily measure where they stand.

"If everybody else has five dots next to their names on the chart and you only have one, it becomes clear there is room for improvement," Williams said. "What we have developed is a way for each staff member to see in black and white what they have to do to get ahead."

Although the actual training is the responsibility of the operations department, Williams maps out the program and explains how it should work. Filmstrips, training booklets and a program outline are provided during "train the trainer" sessions for managers.

Increasing productivity...

More intense classroom instruction is offered during a three-day personnel management class held four times a year at Whataburger's Institute of Technology (WIT). The objectives of the course are to increase employee productivity and boost customer service.

"We found that after managers complete this program, they go back to their units on fire," Williams noted. "They're charged and ready for action."

For its crew members, Whataburger takes a different approach — using two-hour presentations on guest relations. "We will actually put on a little production with scripts, props, lights, the whole works. It is a light, entertaining approach, but a very effective one," explained Williams.

Keeping the interest up...

The challenge of training programs is to keep them interesting, fun and simple explained Bill Lee, director of training for Burger King, Miami, FL. "In the last three years, the crew members that we are hiring have changed. Today, teenagers are more intelligent, and unless we can hold their attention, training will not be efficient," he said.

Currently Burger King is using a three-part program to train hourly employees. Included are a series of filmstrips and audio tapes reinforcing on-the-job skills, laminated cards providing step-by-step illustrated instructions on restaurant procedures and pocket cards for at-home review.

According to Lee, four or five more elements will eventually be added. "Overall, the system places a good deal of the responsibility on the trainee. It is up to each individual to go through the program and master the required tasks.

A challenge is needed...

"We chose this approach in the belief that young people like to be challenged," Lee added. "Our job is to keep the materials simple and make sure the pieces mold together to form a complete and effective program."

Burger King's management training program is a more structured system. A person hired as a manager starts by working two weeks in a restaurant to learn the seven major job stations. This is followed by two weeks of classroom instruction in one of 10 regional centers, where trainees learn supervisory, teamwork, communication and listening skills. The last step is the advanced course taught at the national training center, Burger King University, (BKU) in Miami, FL.

Among the courses available at BKU are the advanced restaurant operations course, a 10-day program on interviewing, hiring, motivation, cash control, profit and loss statements, marketing, products and equipment; the multi-unit management course, a five-day study on skills relating to managing multi-unit operations; the local store marketing course, a five-day program on creating and implementing marketing programs and the franchise business course, a three-day session on management skills for franchisees.

"We can offer a really exciting opportunity for people coming into fast food," Lee maintained. "For the college graduate, foodservice management provides the chance to apply all the skills he or she learned in school."

Training — investing in future...

At Carl Karcher Enterprises, Anaheim, CA, Training Director Bruce Raterink said an investment is made in each of the company's management

candidates. "In turn we hope they will invest their future with us."

To prepare individuals for a manager position, trainees go through four weeks of task training at the unit level and two weeks of formal classroom study at corporate headquarters. Included is a in-depth analysis of company policy, restaurant law, safety, security, interviewing techniques, equipment and public health.

Alan Palmieri, director of employee training and development for Steak and Ale, Dallas, TX, compares training to a bank account. "You cannot expect something from people without first investing in them. If you keep making withdrawals, you are going to go broke," he said.

Deposits come in the form of skills training, or supplying trainees with the knowledge they need to get the job done. "We offer the information, the systems and the management training. From there, training is done at the store level so the individuality and independence is there," Palmieri explained.

Hiring the right people...

The first step is hiring the right person for the position, he added. Managers are taught to look for people who are outgoing, upbeat and aggressive.

"Communication skills are imperative. We try to hire individuals who are going to be comfortable with their customers and who have a tremendous amount of personal pride."

Part of Steak and Ale's success stems from the company's philosophy to hire for the future. "If you are hiring as a reaction — when you need someone tonight — then you are always going to be behind the eightball. Instead, if you are looking ahead rather than trying to fill a gap, you have the luxury of being more selective," Palmieri explained.

Steak and Ale management also believes in encouraging employees to grow and improve. Ongoing performance appraisals are given as part of the total educational process to create a positive, growth-oriented environment.

"Rather than calling these sessions evaluations, we prefer the term growth opportunity," Palmieri noted. "In a relaxed setting, an employee's strengths and weaknesses are reviewed, suggestions are made and a course of action is implemented.

"Everything is upfront and out in the open," he continued. "Staff members come into the appraisal knowing they are going to evaluate themselves. The response has been terrific.

Commitment from the top...

A strong commitment from the top is also the basis of the newly-launched training program at Pizza Hut, Wichita, KS. All levels of field managers will go through the program, which is broken down into three phases: a 10-day segment in the restaurants to learn all employee positions and product preparation procedures, nine days of classroom instruction at a regional training center and 10 additional days of supervised training in the unit.

According to Donald Breitkreutz, vice president of training, the program was developed to address the needs of the total system. "It is operations-oriented, designed and taught by restaurant operations management people."

The curriculum covers four key areas, including product, equipment, financial controls and business management. Teaching methods will be lectures, presentations, workshops, case studies, slide shows and video cassettes.

"We have not reinvented the wheel with this program," Breitkreutz said. "But we have refined existing programs to deal with practical issues that new management employees would face as they enter the field of foodservice management."

Training at Kentucky Fried Chicken is basic. From the first day on the job employees are taught all aspects of their job. But that's not the end of it — supervision is continued. This keeps productivity from lagging.

HOT OFF THE PRESS

Tools of the trade
educating with audiovisuals

Audiovisual training tools...

"Train your employees!" say the trainers and the consultants. Who has time? How many assistant managers and managers can barely find the time to make sure sidework or pre-preparation is done properly?

It does not have to be difficult or time consuming. The real key, according to training specialists, is to make sure that training procedures are consistent and on-going.

The employee turnover problem is also greatly reduced with effective training. A combination of audiovisual and printed material will be very helpful in reducing the time required of management to implement a training program.

NRA has produced a number of filmstrips for the foodservice industry which are invaluable to an efficient and effective training program.

The Angry Flame — Prevention is the key concept behind this dramatic filmstrip combining expressive animation with live action. The film explains the possible causes of fires. It also covers extinguishers, classifications of fires, steps to perform in case of a fire and how to put up a winning fight against fire. The film is a must for all foodservice personnel. *12 min., 10 sec.; filmstrip and record (NRA), FS 085, $30 ea.; filmstrip cartridge/slide format FC 02, The Angry Flame, $75/$95.*

Work Smart, Stay Safe — This film describes true-to-life accident-prone situations and how to prevent those seemingly unavoidable mishaps. A combination of live photography and animation defines common, unsafe work habits which are the basis of most accidents and it provides detailed solutions. The film is appropriate for all foodservice workers. *12 min., 18 sec.; filmstrip and record (NRA), FS 480, $30 ea.; filmstrip cartridge/slide format, FC 27, Work Smart — Stay Safe, $75/$95.*

Education in foodservice...

Smart Waitress Series — A four-part program outlining the attributes of a "smart waitress" in which every program is well illustrated.

Smart Waitress, Part I, which builds a good foundation, is the first step for the smart waitress. This film includes the basic tips on dressing and personal care for providing a better performance. *7 min., 50 sec.; filmstrip and record (NRA), FS 325, Part I — Personal Presentation, $30 ea.; filmstrip cartridge/slide format FC 20, Smart Waitress, $75/$95.*

Smart Waitress, Part II — Being a good waitress is more than just serving food, it's serving people. Having a good attitude helps to improve the guests' enjoyment of their meals and means that they will recommend your restaurant to others. *9 min., 6 sec.; filmstrip and record (NRA), FS 325, Part II — Attitude, $30 ea.; filmstrip cartridge/slide format FC 21, Smart Waitress, $75/$95.*

Smart Waitress, Part III — The techniques of suggestive selling are the main emphasis of this live-action film. Selling by suggestion is good for the restaurant, the customer and the waitress. Either helping the guest choose a good meal or that extra item can increase check averages. *7 min., 20 sec.; filmstrip and record (NRA), FS 327, Part III, Salesmanship, $30 ea.; filmstrip cartridge/slide format FC 22, Smart Waitress, $75/$95.*

Smart Waitress, Part IV — For restaurant operations to run smoothly, waitresses must work as a team by covering each others tables, keeping their eyes open for troublesome situations and treating co-workers as team members are all of major importance to good service. *6 min., 45 sec.; filmstrip and record (NRA) FS 328, Part IV, Teamwork, $30 ea.; filmstrip cartridge/slide format FC 23, Smart Waitress, $75/$95.*

Protecting yourself and your customers...

Protecting the Public Series — Live photography and skillful animation unite to give you the best of both in this three-part program on food protection and sanitation. Our villain, Jack the Germ, is the animated character used to emphasize unhealthy, unsanitary conditions and practices throughout the program. The idea is to sanitize Jack the Germ right out of your foodservice establishment.

Protecting the Public, Part I — Discussions of the employee's personal hygiene and sanitary work habits are covered in detail. *12 min., 6 sec.; filmstrip and record (NRA), FS 245, Part I, Personal Side, $30 ea.; Filmstrip cartridge/slide format FC 17, Protecting the Public, $75/$95.*

Protecting the Public, Part II — Sanitation practices must be followed during food storage, preparation and re-heating. The effects of time and temperature on food and germ growth are explained simply, but thoroughly. *11 min., 44 sec.; filmstrip and record (NRA), FS 246, Part II, Food Protection, $30 ea.; filmstrip cartridge/slide format FC 18, Protecting the Public, $75/$95.*

Protecting the Public, Part III — The third part of this series stresses proper cleaning and sanitizing of equipment and the establishment. Employees are taught to be aware of how germs spread from unsanitary utensils and equipment to the food and finally their customers. Proper cleaning of the restrooms is also covered. *11 min., 26 sec.; filmstrip and record (NRA), FS 247, Part III, Establishment and Equipment Sanitation, $30 ea.; filmstrip cartridge/slide format FC 18, Protecting the Public, $75/$95.*

With news and commentary, here's Paul Harvey

SHOWTIME

NRA members and convention attendees will be among the one million Americans fortunate enough to see and hear Paul Harvey in person this year. The news commentator will highlight the 1982 NRA Show's opening day program.

Paul Harvey's newscasts and newspaper columns have been reprinted in the *Congressional Record* more than those of any other commentator. Harvey has the rare ability to make page one understandable and page three exciting. The recipient of the coveted Radio's Man of the Year and Commentator of the Year awards, Harvey is a courageous middle-of-the-road independent.

He has been called a resolute patriot who never shirks from communicating nationwide the true spirit of '76. He has earned 11 Freedom Foundation certificates and honor medals and was awarded the *John Peter Zenger Freedom Award* in 1975.

No matter where he travels, Paul Harvey attracts standing-room-only crowds. His platform style is unique, combining gestures, rapid-fire speech, effective pauses and well-chosen words to literally dazzle audiences regardless of size. In any given year, he may speak to as many as 100 groups, ranging in size from a few hundred people to as many as 15,000.

Harvey authored half a dozen books, several of which are perennial best-sellers. His three-times-per-week newspaper column enjoys widespread syndication and sparkles with sincerity and conviction on a wide number of topics.

But, in the final analysis, Harvey is a broadcast commentator — one of the few to make the transition from radio to television without faltering. The chain of radio stations carrying his twice-daily radio commentaries amounts to what *Variety*, the Bible of show business, once called "The 5th Network."

You may agree with Harvey, or you may not. His analysis of the news and current events is provocative and, at the same time, stunning in its depth and reasoning. The important thing about his popularity and success is the fact that Harvey makes you want to listen to him.

Set aside 2:00–3:30 p.m. on Sunday, May 23. This one event you cannot afford to miss: Paul Harvey's keynote address at the 1982 NRA Show's exciting opening day program in McCormick Place's fabulous Arie Crown Theatre.

NRA Show – an educational extravaganza

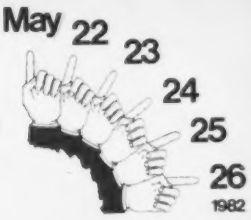
"The whole Show is an education!" explained NRA Show Chairman Ted Balestreri when asked about the education benefits for the NRA Show. "There are 16,000 marketing and technical people in the exhibit halls alone ready to teach. The Culinary Arts Salon, with this year's new hot food competition, will be like a giant classroom. The education programs are really the icing on the cake," Balestreri continued.

Every year the educational programs at the NRA Show are without equal in the industry. At last year's Show there were 53 different presentations attended by almost 16,000 persons. This year will be no exception — another great lineup of something for everyone.

Headlining the 1982 educational programs will be C. Northcote Parkinson, distinguished author of 50 books, humorist, lecturer and creator of Parkinson's Law, which states: "Work expands so as to fill the time available for its completion." He is making a rare visit to the U.S. from his home on the Isle of Guernsey for two presentations at the NRA Show. The first will focus on his many laws (yes, there are more than one) and other business writings. The second will be based on his new book, *Small World*, a short history of hospitality as offered throughout the ages by inns, restaurants and hotels.

NRA '82

SUPPLEMENTARY MEMBERSHIP REGISTRATION FORM



63rd NRA RESTAURANT, HOTEL-MOTEL SHOW May 22-26, 1982, McCormick Place, Chicago

DEAR NRA MEMBER:

You have received your NRA Membership Card which will also admit you to the NRA SHOW. Each person in your company that receives a mailing from the NRA received the NRA Membership Card/NRA Show Badge. Your Membership Card is the only complimentary badge that you will be receiving.

This is a supplementary Member form to register additional personnel in your operation. Additional badges are $5 per person if this form is postmarked on or before April 9, 1982, and $10 per person if postmarked after April 9, 1982. Registration fees are non-refundable and badges are not transferable.

SEND ALL BADGES TO:

Contact: _____

Company: _____

Address: _____

City, State, Zip _____

All badges will be sent to the individual listed above as contact.

Each badge will contain an individual's first and last names, address, city, state, and zip as you have indicated. If more forms are needed please make photocopies of this form. If an individual is located at a city other than the one below, please duplicate this form for each different city or state. Spouses should check the boxes appropriate to their spouse's profession.

IMPORTANT: You must fill in all information and check box items requested in order to receive your badge.

To identify each individual's position in the company, please mark the ID box with the following codes.

- A. Corp. Executive
- B. Owner/ Operator
- C. Manager
- D. Purchasing
- E. Supervisor
- F. Chef
- G. Dietitian
- H. Personnel/ Training
- I. Employee

Please mark your type of operation (CHECK ONE):

Dealer/Supplier
- J ☐ Equip. Distr.
- K ☐ Equip. Mfr.
- L ☐ Mfrs. Agent
- M ☐ Beverage Wholesaler
- N ☐ Food Broker
- O ☐ Food Distr
- P ☐ Food Processor
- Q ☐ Architect
- R ☐ Consultant
- S ☐ Designer
- T ☐ Furniture/ Decor
- U ☐ Service
- V ☐ Utilities
- W ☐ Adv./P.R. Agency

Foodservice:
- X ☐ Table Service Restaurant
- Y ☐ Coffee Shop
- Z ☐ Fast Food
- AA ☐ Cafeteria
- BB ☐ Club
- CC ☐ Bar/Lounge
- DD ☐ Health Care
- EE ☐ College/Univ
- FF ☐ School Fdsv
- GG ☐ Office/Plant
- HH ☐ Cater/Vend
- II ☐ Airline
- JJ ☐ Military
- KK ☐ Dept. Store
- LL ☐ Convenience Store
- MM ☐ Supermarket/ Deli

Hotel/Motel:
- NN ☐ Airport
- OO ☐ Downtown
- PP ☐ Suburban
- QQ ☐ Highway
- RR ☐ Resort/Condo

and Check No. of Rooms
- SS ☐ Under 100
- TT ☐ 100-299
- UU ☐ Over 300

Education:
- VV ☐ Faculty
- WW ☐ Student

Other:
- XX ☐ Press
- YY ☐ Professional Visitor

Specify _____

Badges Requested _____

_____ x $5.00 (Before April 9)= $ _____

_____ x $10.00 (After April 9)= $ _____

Enclosed is our check for $_____ made payable to the: NATIONAL RESTAURANT ASSOCIATION.

Please print one letter per box, leaving an open box between words. Abbreviate if necessary to fit.

NAME — **I.D. letter A thru I** ☐ (See instructions below left)

TITLE

NAME

TITLE

NAME

TITLE

NAME

TITLE

NAME

TITLE

COMPANY

ADDRESS

CITY **STATE** **ZIP**

FOREIGN COUNTRY

DO NOT MAIL THIS FORM AFTER APRIL 21, 1982.

Return this form to: National Restaurant Association
P.O. Box 92694, Chicago, Illinois 60675

NRA SEMINAR SCHEDULE

Practical Accounting for Foodservice Managers
Apr. 19 Boston, MA

Food & Beverage Operations Auditing
Mar. 31 Boston, MA

Bar Management
Mar. 15-17 Los Angeles, CA
Apr. 26-28 Philadelphia, PA
Jun. 7-9 Washington, DC

Simplified Baking Workshop
Apr. 28 Detroit, MI

Basic Supervision
Apr. 13 San Mateo, CA
May 4 Burlington, VT
May 11 Dallas, TX

Budgeting and Profit Planning
May 22 Chicago, IL, NRA Show

Computers
Mar. 22 Cincinnati, OH
Mar. 24 Minneapolis, MN
Apr. 22 Washington, DC
May 22 Chicago, IL, NRA Show

Controlling Beverage Costs
Mar. 29 Burlington, VT
Apr. 5 Milwaukee, WI
Apr. 7 Chicago, IL
Apr. 13 Houston, TX
Apr. 15 Kansas City, MO

Controlling Food Costs
Mar. 22 Rochester, NY
Mar. 23 Newark, NJ
Mar. 25 New Haven, CT
Apr. 5 Detroit, MI
Apr. 7 Columbus, OH
May 22 Chicago, IL, NRA Show

Controlling Labor Costs
Mar. 22 Salt Lake City, UT

Creative Merchandising Techniques
Mar. 15 Portland, OR
Apr. 8 Denver, CO
Apr. 21 Washington, DC
May 6 Newark, NJ

Dining Room Management
Mar. 29 San Antonio, TX
Mar. 31 Dallas, TX

Fish & Seafood
May 17 San Francisco, CA
May 19 Los Angeles, CA

Hiring Hourly Employees
Mar. 22 Baltimore, MD
Apr. 5 Atlanta, GA
Apr. 13 Portland, ME
Apr. 26 Newport Beach, CA
May 22 Chicago, IL, NRA Show

Improving Food Production Methods
Apr. 5 Cherry Hill, NJ
Apr. 22 Rochester, NY
Apr. 29 Pittsburgh, PA
May 10 Dallas, TX

Kitchen Management
Mar. 24 Albuquerque, NM
Apr. 13 Baltimore, MD
Apr. 15 Toledo, OH
Apr. 19 Oklahoma City, OK
Apr. 21 Minneapolis, MN
Apr. 29 Portland, OR

Location! Location! Location! How to Successfully Negotiate and Finance Your New Operation
Mar. 29-30 San Francisco, CA

Management Recruitment and Selection
May 22-23 Chicago, IL, NRA Show

Market Research
Apr. 3 Seattle, WA
Apr. 6 Long Beach, CA

Marketing for Profit
Apr. 14-15 Los Angeles, CA
May 22-23 Chicago, IL, NRA Show

Practical Meat Workshop
Mar. 15 Wichita, KS
Mar. 17 Dallas, TX
Apr. 19 Seattle, WA
Apr. 21 Denver, CO
May 4 Atlanta, GA

Menu Development
Mar. 16 Detroit, MI
Mar. 18 Cleveland, OH
Apr. 5 Houston, TX
Apr. 7 Phoenix, AZ
May 22 Chicago, IL, NRA Show

Off-Premise Catering
Mar. 29-30 Boston, MA
Apr. 19-20 Tampa, FL
May 22-23 Chicago, IL, NRA Show

Operational Analysis
May 22-23 Chicago, IL, NRA Show

Performance Review
Mar. 23 Baltimore, MD
Apr. 6 Atlanta, GA
Apr. 14 Portland, ME
Apr. 27 Newport Beach, CA
May 23 Chicago, IL, NRA Show

Real Estate and Site Selection
Mar. 22-23 Atlanta, GA
May 22-23 Chicago, IL, NRA Show

Restaurant Design and Facilities Planning
Mar. 15-16 Houston, TX
May 22-23 Chicago, IL, NRA Show

Soups & Sauces Workshop
Mar. 15 Toledo, OH
Mar. 31 San Francisco, CA
Apr. 26 Scottsdale, AZ
Apr. 28 San Diego, CA
May 5 Seattle, WA

Super Salads
Mar. 25 Williamsburg, VA
Apr. 7 Hartford, CT
May 6 Nashville, TN

How to Turn Your Restaurant Business into a Private Tax Shelter
May 22-23 Chicago, IL, NRA Show

Winning! Labor Law, Negotiations and Unions
Mar. 29-30 Washington, D.C.

For more information, contact registration secretary, seminar department, NRA Washington office, (202) 638-6100 or (800) 424-5156.

one, one-and-a-half and two-day seminars

offer

more reasons to attend the 1982 NRA Show

Seminar Title/Date	NRA Member Cost
Computers Saturday, May 22	$135
Budgeting & Profit Planning Saturday, May 22	$135
Controlling Food Cost Saturday, May 22	$135
Hiring Hourly Employees/Performance Review Saturday, May 22 & Sunday, May 23	$195
Operational Analysis Saturday, May 22 & Sunday, May 23	$295
Off Premise Catering Saturday, May 22 & Sunday, May 23	$295
Real Estate & Site Selection Saturday, May 22 & Sunday, May 23	$295
Restaurant Design & Facilities Planning Saturday, May 22 & Sunday, May 23	$350
Marketing for Profit Saturday, May 22 & Sunday, May 23	$295
How to Turn Your Restaurant into a Private Tax Shelter Saturday, May 22 & Sunday, May 23 (One-and-a-half day)	$195
Management Recruitment & Selection Saturday, May 22 & Sunday, May 23	$295
Menu Development Saturday, May 22	$135

Location: McCormick Place Chicago, Illinois

Attendance will be limited.
Call or write the NRA Seminar Department
311 First Street, NW
Washington, D.C. 20001
(800) 424-5156 or (202) 638-6100

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